

Appendix D. Public Facilities and Services Program

A. Introduction	D-1
Background	D-1
Public Facilities and Services Program	D-3
B. Existing Conditions and Needs Assessment	D-6
Chapter IX - Infrastructure and Public Facilities	D-7
A. Introduction	D-9
B. Growth Forecasts	D-10
C. Water, Sewer, Drainage and Solid Waste	D-11
D. Law Enforcement, Fire Protection and Emergency Services	D-21
E. Schools	D-27
F. Parks and Recreation	D-31
G. Energy and Telecommunications	D-38
Chapter X - Plan Implementation and Community Benefits Program	D-41
E. Description of Improvements	D-43
F. Mobility Improvements	D-44
G. Urban Amenity Improvements	D-49
H. Additional Community Improvements	D-52
C. Long Term Implementation	D-54
Chapter X - Plan Implementation and Community Benefits Program	D-55
D. Long Term Implementation Process	D-57
Final Report on Facilities Implementation Analysis	D-59(1)
Chapter XI - Plan Administration	D-101
C. Specific Plan Administration	D-103
Final Environmental Impact Report's Mitigation and Monitoring Program	D-109



Appendix D. Public Facilities and Services Program

A. Introduction

The City of Chula Vista's General Plan was updated in December 2005 and created a new vision for the city. A large part of that vision, developed over a five-year planning process, focused on the revitalization and redevelopment of western Chula Vista. New growth is planned around "smart growth" principles such as mixed use and transit oriented development that concentrates infill and redevelopment to select focus areas and corridors to protect stable single family neighborhoods, better utilize land resources, reduce environmental effects, and make more efficient use of existing infrastructure.

The General Plan calls for the preparation and adoption of specific plans to carry out the vision of the General Plan in an organized and orderly fashion. This Specific Plan implements the policies and objectives of the General Plan Update to direct a portion of the growth expected to occur in the City over the next 20 years to the Urban Core Area, by providing zone changes, development regulations, and design guidelines to accommodate future growth. Along with the plan for new land uses, this Specific Plan also identifies the proposed distribution, location, and extent and intensity of major components of public and private transportation, sewage, water, drainage, solid waste disposal, energy, and other essential facilities that would be located within the area covered by the Specific Plan and needed to support the land uses described in the Specific Plan.

This Appendix has been compiled using the various existing chapters of the Specific Plan, the Final Report on Facilities Implementation Analysis, and the Final Environmental Impact Report to provide a consolidated location for the various components of the Specific Plan Public Facilities and Services Program, prepared pursuant to Chula Vista Municipal Code Section 19.07, Specific Plans, and the California Government Code, Title 7, Division 1, Chapter 3, Article 8, Section 65451.

1. Background

In the late 1980s, a citizen's initiative, referred to as the "Cumming's Initiative", was passed by a majority vote of the electorate and was incorporated as Chula Vista Municipal Code (CVMC) Section 19.80 (Ord. 2309 Initiative 1988). The purpose and intent of the initiative was generally to ensure the quality of life for the residents of Chula Vista through a variety of measures such as:

- *preserving the character of the community;*
- *protecting the open space of the city;*



- ensuring the adequacy of city facilities, school facilities, recreation and park facilities and services; fire, police, and paramedic protection; and water and sanitary sewer systems;
- ensuring the balanced development of the city; and
- ensuring that the future traffic demands do not exceed the capacity of streets.

The Ordinance states that the intent is “not designed to halt quality growth, but to ensure that rampant, unplanned development does not overtax facilities and destroy the quality and home town character of Chula Vista”. In order to accomplish this goal, the Ordinance requires the staged provision of public services and facilities commensurate with growth through funding mechanisms such as a system of fees collected from developers at the time of new development. These fees are to be spent by the City, in a timely manner, on public facilities and services to ensure that new development will not have a negative impact on the residents of Chula Vista.

The City has specifically met the provisions of CVMC Section 19.80.020 through the implementation of funding mechanisms such as Development Impact Fees that are determined by land use category and paid upon the issuance of a building permit. Other fee programs include Transportation Development Impact Fees and Public Facilities Development Impact Fees that provide financing for transportation and recreation facility improvements based on population, density, and land use designation.

Since the passage of the Cummings Initiative in the late 1980s, many of the quality of life issues described above are now routinely addressed during the City’s development review process. The City has established quality of life “thresholds” that are evaluated as part of the environmental review process for projects that are proposed and developed. The Growth Management Ordinance and Development Impact Fee Ordinances have been enacted to ensure that new development provides the timely payment of fees for public facilities needed as a result of new growth. Development Impact Fees have been put in place to require new development to provide a proportionate contribution to public services and facilities. These fees include fees for sewer and storm drain improvements, park acquisition and development, public facilities and services, and traffic improvements. School impacts fees are required pursuant to Government Code 65996.

Monitoring programs have been developed to track the rate and effect of growth on an annual basis. For example, the City has established the traffic monitoring program, which annually monitors the actual performance of the street system by conducting roadway segment travel time studies. A Growth

Management Oversight Commission has been established and annually reviews the growth management program. An annual report is submitted to the Planning Commission and the City Council.

2. Public Facilities and Services Program for the Specific Plan

The Specific Plan includes an assessment of the proposed distribution, location, and extent and intensity of major components of public and private transportation, sewage, water, drainage, solid waste disposal, energy, and other essential facilities that would be located within the area covered by the Specific Plan and needed to support the land uses described in the Specific Plan. In addition, the Specific Plan includes a program of implementation measures including regulations, programs, public works projects, and financing measures necessary to carry out the Specific Plan.

Specifically, Chapters IX - Infrastructure and Public Facilities, X - Plan Implementation and Community Benefits Program, and XI - Plan Administration of the Specific Plan; the Final Report on Facilities Implementation Analysis; and the Specific Plan FEIR 06-01, including the Mitigation Monitoring and Reporting Program (MMRP), provide an assessment of the demands on public facilities and infrastructure due to development that may occur as a result of the Specific Plan and the plan and mechanisms to ensure public facilities and services occur commensurate with subsequent development. Chapter V - Mobility and Chapter VIII - Public Realm Design Guidelines provide an expanded discussion and illustrations of some of the public facilities, such as mobility improvements – traffic, pedestrian, and bicycle– and other improvements such as parks and plazas.

As described in the Specific Plan and FEIR, subsequent new development would be required to provide adequate public services and facilities commensurate with development's impact. The Final Report on Facilities Implementation Analysis provides projected cost estimates, projected timing of facilities, and financing mechanisms and revenues. The revenues are based on projected tax increment and development impacts fees routinely collected as development occurs in the City. Existing City-wide Development Impact Fees (DIF) related to the provision of public facilities include:

- City-wide Park Acquisition and Development (PAD) Fee
- Public Facilities (PF) DIF (police, fire, libraries, and recreation facilities)
- Sewer fees
- Storm drain fees
- Traffic signal fees



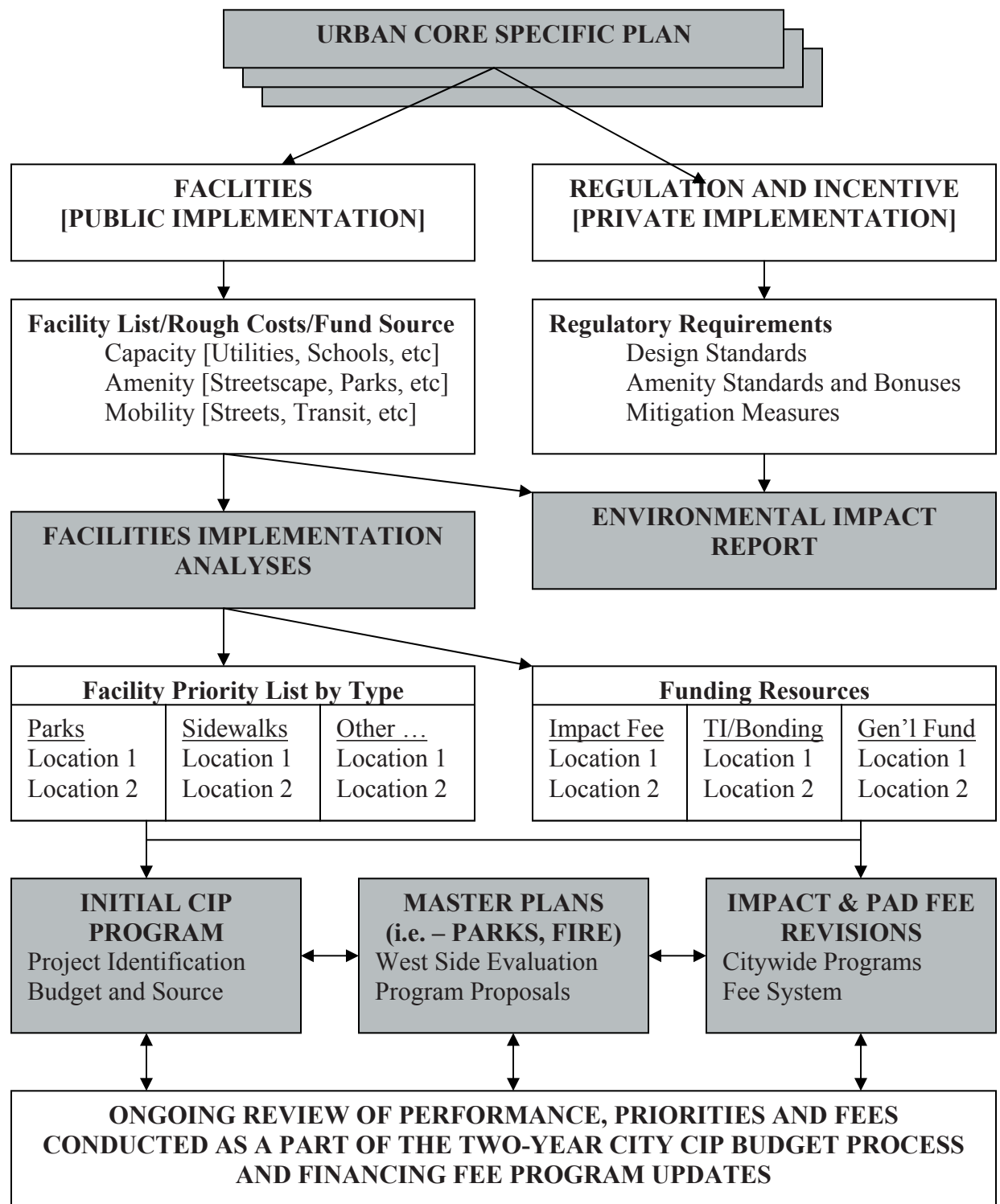
- *School impacts fees (collected pursuant to Government Code 65996)*

These fees would continue to be collected from new development as it occurs in the urban ore.

In addition, the Specific Plan Final Environmental Impact Report (FEIR), prepared as a Program EIR, includes an evaluation of the City's growth management quality of life thresholds at a programmatic level based on development projections over the course of the next 20 years. The EIR identifies mitigation measures that would be applied on a project-by-project basis during subsequent review of individual development projects. The Final EIR Mitigation Monitoring and Reporting Program (MMRP) provides a summary of the impacts analysis and/or mitigation measures for significant impacts that address provision of public services and facilities. The MMRP ensures that subsequent new development implements timely mitigation for impacts associated with new development, which includes, but is not limited to, the installation of infrastructure or the payment of fees for needed public facilities as a result of new growth. These requirements would be assured through the subsequent discretionary design review and approval of future project specific Urban Core Development Permits.

Although the Specific Plan is intended to attract future development to the Specific Plan Subdistricts Area, the timing, location, and extent of subsequent development projects are unpredictable due to the unique nature of urban revitalization. To further ensure the timely provision of public services and facilities, monitoring of on-going development activity would be assessed through the City's existing annual growth management monitoring and reporting. Monitoring programs, such as the traffic monitoring program, which monitors the actual performance of the street system by conducting real time roadway segment travel time studies, would track the rate and effect of growth on an annual basis. In addition to the annual GMO review, the bi-annual Budget/CIP cycle and a five-year status report would provide additional checks and balances of future growth. The integrated system of growth management programs, standards, regulations, facility master plans, funding systems, and monitoring activities provide an effective system of checks and balances to ensure that the provision of public services and facilities keeps in step with new development.

Following is a flow chart that identifies the pertinent sections of the Specific Plan and FEIR that contain information regarding the long term implementation plan and process for the provision of public facilities and services commensurate with new demand.



Implementation Flow Chart

Fig. D.1

B. Existing Conditions and Needs Assessment

This section consists of Chapter IX - Infrastructure and Public Facilities, in its entirety, and Chapter X - Plan Implementation and Community Benefits Program, Section E. Description of Improvements, Section F. Mobility Improvements, Section G. Urban Amenity Improvements, and Section H. Other Community Improvements.

IX. Infrastructure and Public Facilities

D-7

- A. *Introduction*
- B. *Growth Forecasts*
- C. *Water, Sewer, Drainage and Solid Waste*
- D. *Law Enforcement, Fire Protection and Emergency Services*
- E. *Schools*
- F. *Parks and Recreation*
- G. *Energy and Telecommunications*

D-9

D-10

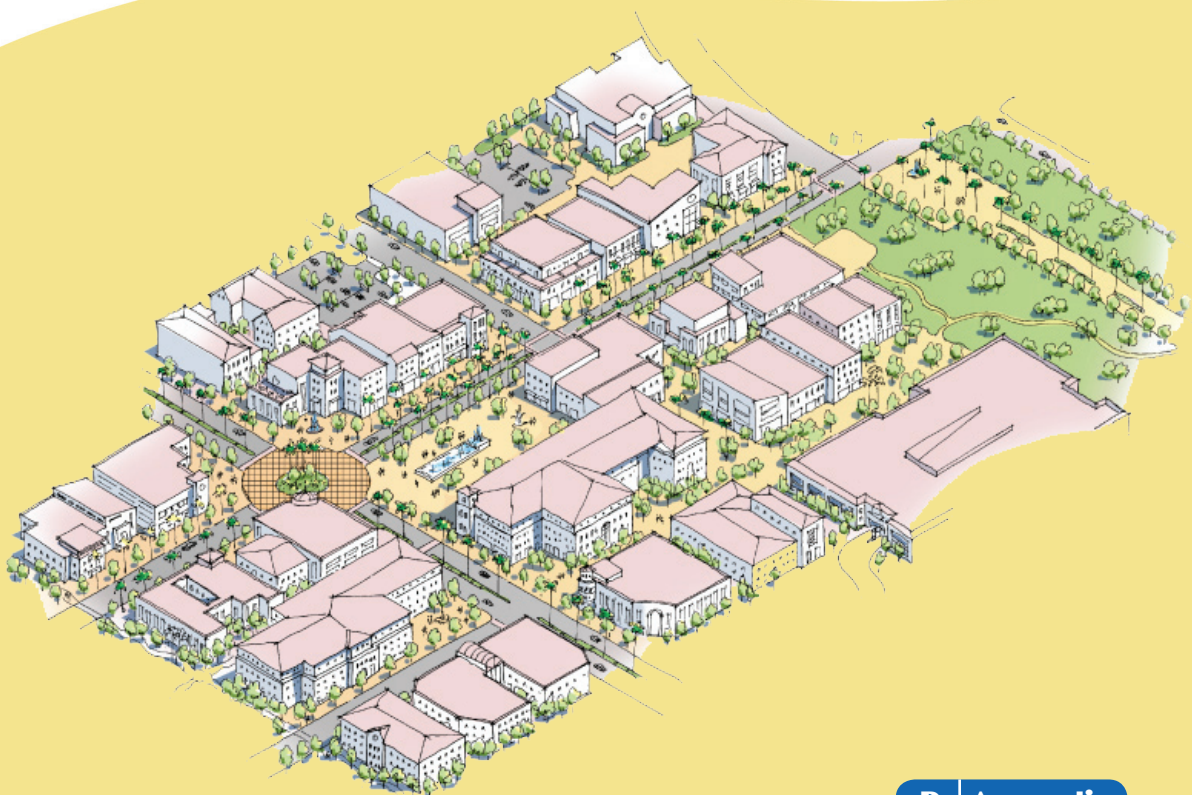
D-11

D-21

D-27

D-31

D-38



IX. Infrastructure and Public Facilities

A. Introduction

The purpose of this chapter is to describe the infrastructure and public facilities applicable to the Specific Plan, including water supply, sewer, drainage, solid waste disposal, law enforcement and emergency services, schools, parks and recreation facilities, and energy and telecommunications. As part of its overall facilities planning and maintenance activities, the infrastructure related to the Specific Plan area has been studied during the City's General Plan effort. Since the Specific Plan implements the General Plan, these studies provide the basis of utilities and services needed for the Urban Core. Information from these studies and the corresponding city-wide implementation strategies are relied upon in large part for this chapter and have been brought forward into the Specific Plan for reference.

The Public Facilities and Services Element of the City's General Plan establishes a comprehensive strategy to provide and maintain infrastructure and public services for future growth without diminishing services to existing development. Public facilities collectively refer to utilities such as water, sewer, drainage, power and telecommunications services. Public services collectively refer to schools, library, law enforcement and fire protection. The City of Chula Vista includes public facilities and services in the General Plan that support and enrich the community including parks and recreation centers, art and cultural facilities and programs, childcare opportunities and health and human services. This chapter of the Specific Plan focuses on the General Plan proposals and criteria that have particular relevance to the Urban Core area.



B. Growth Forecasts

Based on the City of Chula Vista's General Plan, the City's population is projected to reach approximately 300,000 by the year 2030. The General Plan (2005) includes intensification of retail, office and residential uses with relatively lower emphasis on industrial uses in western Chula Vista, as compared to the previous version. The General Plan also proposes the replacement of a significant amount of existing lower density commercial and residential development in western Chula Vista with mixed use and higher density residential types.

Within the Specific Plan area, the implementation of the General Plan will result in a net increase of 7,100 dwelling units, an increase of commercial retail development by 1,000,000 square feet, increase of commercial office development by 1,300,000 square feet and the introduction of 1,300,000 square feet of visitor serving commercial use. The net increase in dwelling units would result in a population increase for the plan area of 18,318 persons (using a factor of 2.58 persons per household).

The foregoing calculation of population relies largely on historic family size information. The changing form of western Chula Vista may alter these forecasts significantly. The population projection will be affected by any change in national and regional demographics brought about by rates of immigration, aging in the population and alterations in birth rates. Moreover, the kind and intensity of development proposed for the focus areas of the Specific Plan and the pace of development within the Specific Plan area may result in changes to the historically observed family size and makeup.

Historically, smaller attached dwellings in multi-family developments have historically had lower family sizes than single family housing. Recent infill and urban core neighborhood developments in the San Diego region reflect even lower household populations and fewer minors per dwelling, with many developments predominantly occupied by childless couples of all ages. Calculating and tracking trends in the occupancy of the planned multi-family dwellings of the Urban Core will be critically important to correctly plan and program for facilities such as parks and schools.

C. Water, Sewer, Drainage and Solid Waste

1. Water Supply

Chula Vista has historically received the majority of its water supply from the San Diego County Water Authority (CWA). The CWA generally imports from 75 to 95 percent of this water from the Metropolitan Water District (MWD) of Southern California. The Sweetwater Authority provides water service to western Chula Vista, including the Specific Plan area. The Sweetwater Authority assures conformance to the same quality and service standards established by the State Department of Health Services (DHS) and the federal Clean Water Act. In addition to providing water supplies, the Sweetwater Authority provides emergency storage systems and implements conservation efforts.

Sweetwater Authority indicates approximately \$5 million in incremental capital costs for system improvements to serve western Chula Vista per General Plan projections. Approximately \$3 million of this amount will be for pipeline needs and the remaining \$2 million will go toward increasing treatment capacity at the Perdue Treatment Plant. These amounts reflect capital costs in excess of what is currently planned to accommodate growth under the 1989 General Plan. These capital improvements are addressed by the Sweetwater Authority through its development impact fee structure, which is subject to ongoing review during the 30-year plan development period.

2. Sewer

Sewer services are essential for public health, safety and welfare. The City maintains and operates sewer facilities in the form of wastewater/sewer pipelines. These facilities feed into the larger regional system for treatment and disposal.

The City is already engaged in planning and upgrading improvement projects and will continue to do so in a phased manner under an adopted wastewater master plan. Connection fees are the primary funding source for capital improvement costs.

The City of Chula Vista purchases wastewater treatment capacity from the City of San Diego's Metropolitan Wastewater System (METRO). This allows the City to treat and dispose of wastewater flows at METRO facilities. The City's future wastewater flows will exceed the current treatment capacity necessitating the need to purchase additional capacity (in a phased manner). The City of Chula Vista has purchased 19.8 million gallons per day (MGD) of capacity rights in the METRO Sewage System. Based on existing conditions in 2004, the City discharges approximately 16.6 MGD into the METRO Interceptor. Based on flow analyses, it is estimated that by the year 2030, the City will generate



approximately 6.4 MGD of additional sewage. The General Plan (2005) projects an additional treatment capacity need of 1.57 MGD at buildout in western Chula Vista, which includes the projected demand of approximately 0.88 MGD for the Specific Plan area. These needed improvements equate to a cost of approximately \$20.4 million.

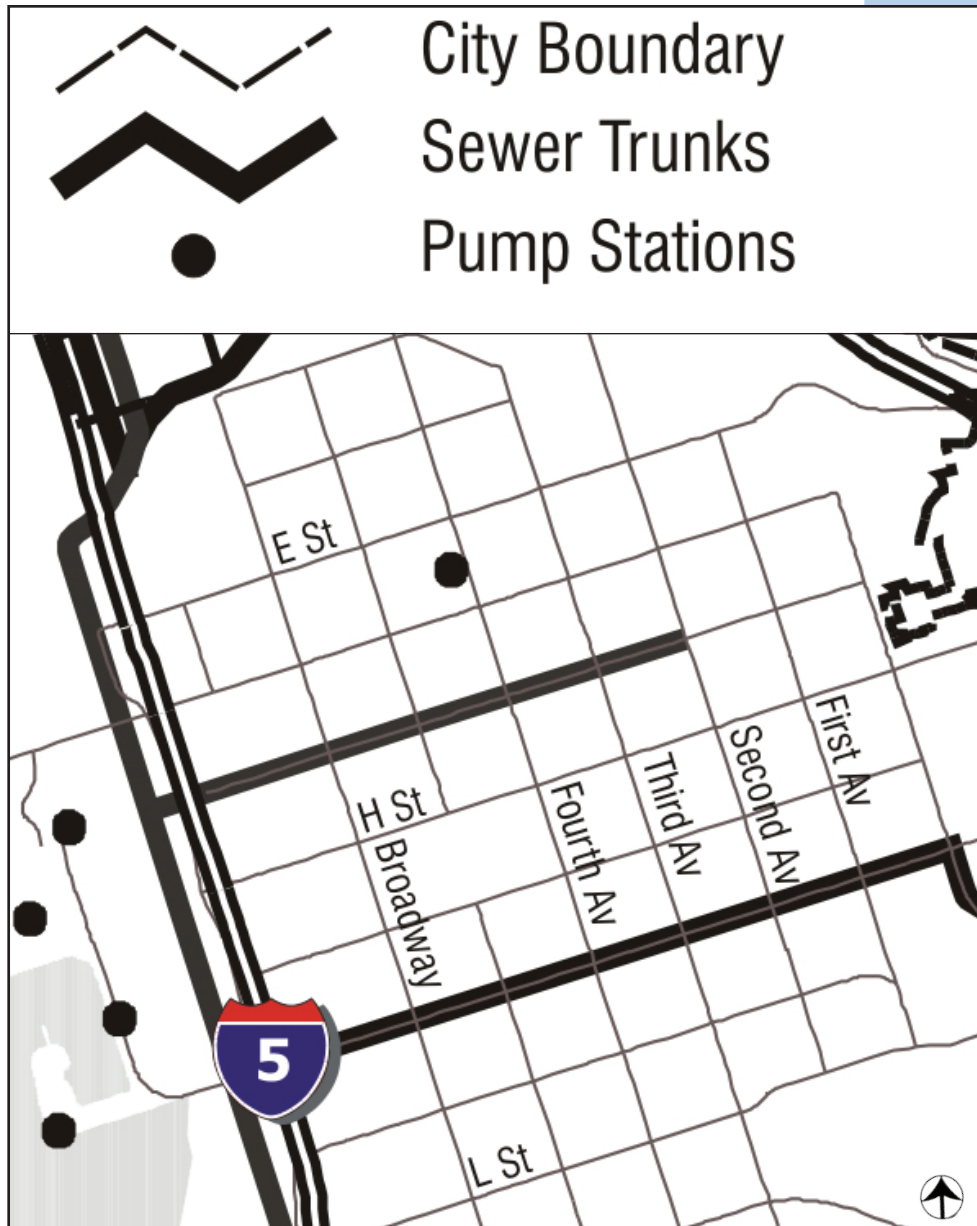
It is important to note that these are broad and preliminary estimates and are based largely on the wastewater generation rates stated in the Wastewater Master Plan, which will be subject to periodic update and review throughout the life of the Specific Plan. The City currently operates and maintains approximately 400 miles of sewer pipelines, ranging in size from 6 inches to 48 inches in diameter, as well as an extensive network of manholes, metering stations, pump lifts and lift stations (See Figure 9.1 Backbone Infrastructure for Wastewater Collection.)

The system is the subject of ongoing review and wastewater master plans. An update of the plan has been prepared in support of the General Plan Update (2005). In addition to maintaining the existing systems and replacing outdated components, the City must also address system upgrades and expansions to accommodate new sewer connections, especially in the eastern portion of the City. The costs of system upgrades, capacity and infrastructure management and planning is reflected in connection fees and sewer rates.

3. Drainage Infrastructure

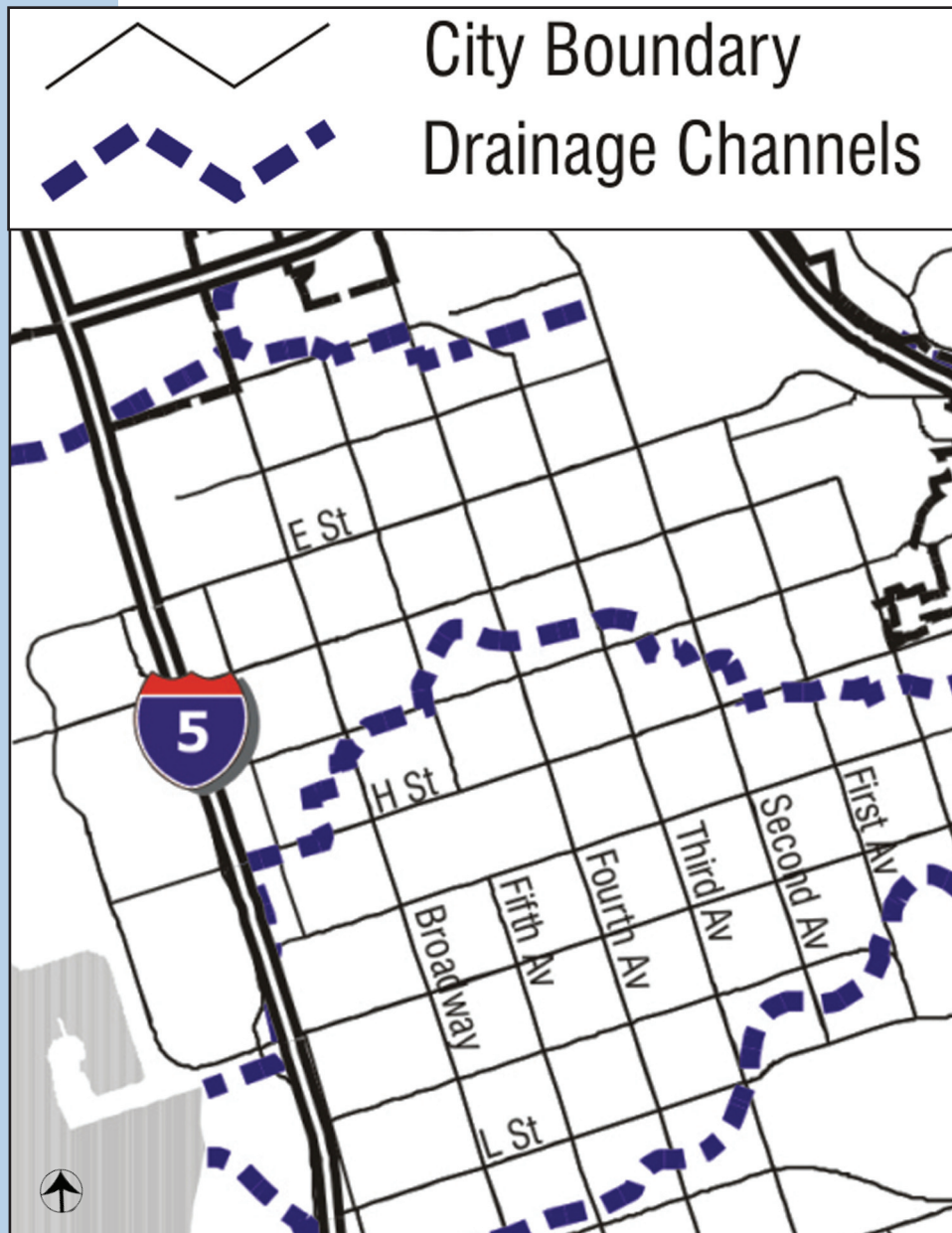
Drainage facilities are public improvements to control storm water runoff so that peak runoff does not threaten public health or safety in the form of flooding and erosion. The City maintains strict requirements for sediment control from water runoff, which are reviewed and applied to new development on a project-by-project basis. These requirements are found in various programs and policies, including the City of Chula Vista Grading Ordinance, Subdivision Manual, Storm Water Management Standards Requirements Manual, development and redevelopment projects and “best management practices” (BMP) requirements for construction sites.

The condition of the overall drainage system is the subject of a Drainage Master Plan, which is undertaken and continually monitored for any major deficiencies or problems. (See Figure 9.2 Drainage Channels.) Within already urbanized areas such as the Urban Core, most needed drainage facilities are already in place, and since runoff is largely not changed by the redevelopment of one land use into another, the system of facilities for storm water runoff are equally largely in place. With the monitoring and review of construction and water quality practices conducted for each development project, the City, working through its Drainage Master Plan has a program in place to control runoff and meet applicable water quality standards.



Backbone Infrastructure for Wastewater Collection (Source: City of Chula Vista)

Fig. 9.1



Drainage Channels (Source: City of Chula Vista)

Fig. 9.2



Chula Vista is part of the San Diego watershed area. The San Diego watershed area's National Pollutant Discharge Elimination System (NPDES) permit requires that all runoff be treated so that pollutant levels at the storm water outfalls are minimized to the maximum extent practicable. Subsequently, drainage infrastructure may need to be constructed or modified to insure that "first flush" pollutants are captured through the Chula Vista Storm Water Management Unit. Typically, NPDES on-site detention/desiltation facilities will be required on development projects. The City will maintain its ability to enforce adequate maintenance of these facilities. The Environmental Element of the General Plan (2005) also addresses drainage issues throughout the City as they relate to water quality.

4. Solid Waste Infrastructure and Operations

The City of Chula Vista has established an exclusive franchise collection agreement with Pacific Waste Services for the removal, conveyance, and disposal of any non-recyclable waste. The agreement is in effect through June 2028 with extension clauses for both City and Pacific Waste Services. The agreement includes a number of programs and incentives for the franchise and the public to maximize recycling and other forms of landfill diversion. Pacific Waste's parent company, Allied, owns and operates both the Otay Landfill and the Sycamore Canyon Landfill located further north in San Diego County. Most of the solid waste generated in the City is disposed at the Otay Landfill.

The Otay Landfill is estimated to reach capacity in the year 2028. In south San Diego County, an area in East Otay Mesa was previously identified by the County as a tentative site. However, the County is no longer pursuing landfill siting at this location and there are no private siting efforts currently proposed. Once the Otay Landfill is closed, it is anticipated that a portion of the site could be used for a trash transfer facility and/or a Material Recovery Facility (MRF) where recyclables are prepared for secondary markets. The City has also acquired rights to approximately 30 acres of space at the Otay Landfill for a composting facility when the landfill closes. Therefore, continued efforts to expand recycling and to accommodate compostable materials will reduce future waste transfer costs.

The City has the ability to control waste production within its general plan area, including the Urban Core. Current solid waste management strategies include source reduction, recycling and composting to decrease the waste stream impacting landfills.

5. Objectives and Policies

Objectives and policies directing water, sewer and drainage facilities are arranged around specific topics or issues. The following pages describe an issue or topic and how the City has planned for adequate service for the Specific Plan through the General Plan policies. Supporting objectives and policies follow the discussion.

a. General Plan Discussion: Keeping Pace with Growth and Maintenance Needs (Water, Sewer, Drainage) (PFS 1)

The City and its servicing districts strive to maintain existing water, sewer and drainage facilities to meet current and future demand and to comply with federal, state, and local requirements. The challenge posed by density increases in older parts of the City system is to repair existing deficiencies and maintain and possibly upsize older infrastructure. Over time, as the City continues to expand and additional water, sewer and drainage facilities are added, the demand for maintenance, along with associated fiscal impacts, will also grow.

Recent assessments have been completed to address water supply, wastewater and drainage facilities. The Water Supply Assessment prepared by the Sweetwater Authority dated June 8, 2005 evaluates existing conditions and future water needs for the Specific Plan. Existing average water demand for the Specific Plan area is cited as 1.96 MGD with a projected average water demand of 3.54 MGD at 2030 buildout. The Sweetwater Authority, Metropolitan Water District of Southern California and San Diego County Water Authority are implementing plans that include projects and programs to help ensure that the existing and planned water users within Sweetwater Authority's service area have an adequate supply. By using a variety of water supply sources, including importation, the Sweetwater Reservoir, National City Wells, and Reynolds Desalination, and by implementing conservation programs, sufficient water supply will be available for anticipated development under the Specific Plan.

The Wastewater Master Plan, prepared by PBS&J for the City of Chula Vista and dated May 2005, provides a comprehensive review and evaluation of the City's wastewater collection, conveyance, and treatment capacity requirements under existing and ultimate buildout conditions. Specific recommendations are made for the repair, upgrading, and buildout of wastewater collection and pumping facilities. The City currently has capacity rights in the METRO system (comprised of conveyance, treatment, and disposal facilities) equal to 19.8 MGD and will soon be allocated additional capacity through a re-rating process currently underway.

Wastewater facility improvements recommended for the Specific Plan area include:

- Colorado Street Sewer Main (replace 1,314 feet of pipe between K Street and J Street)
- Center Street Main (replace 630 feet of pipe between Fourth Avenue and Garrett Avenue)
- Police Station Department (SPS-01) New Pump Station
- G Street (SPS-02) New Pump Station

The Wastewater Master Plan also provides sewer system design standards and capital improvements program recommendation,s as well as a capacity fee update and facilities financing plan for both METRO facilities and Chula Vista pipelines, to ensure adequate wastewater facilities are provided for the Specific Plan area.

The 2004 Drainage Master Plan prepared by PBS&J for the City of Chula Vista consists of a city-wide hydrologic analysis and an updated version of the City's storm water conveyance system GIS database. The Drainage Master Plan includes 21 stand-alone technical appendices, each one with hydraulic calculations and accompanying 200-scale work maps. The hydraulic analyses were prepared for the 50-year and, where required, 100-year storm events for existing and projected conditions. Recommendations are provided for replacement of corrugated metal pipe (CMP) storm drain facilities as well as other capital improvement strategies. Additional updates and recommendations will be available upon the County of San Diego's completion of a calibration study to supplement the existing Hydrology Manual.

General Plan Policies Related to the Urban Core

- 1) "For new development, require on-site detention of storm water flows such that, where practical, existing downstream structures will not be overloaded. Slow runoff and maximize on-site infiltration of runoff." (PFS 1.4)

Development within the Urban Core will be reviewed within the context of the drainage master plan and water quality rules applicable to the development, on a project-by-project basis.

- 2) "To avoid recently improved streets from being torn up repeatedly, maintain a comprehensive facility phasing and capital improvement program. The program should be based on anticipated land development and be conducted in coordination with all utilities." (PFS 1.6)

The Urban Core facilities program, summarized in the following chapter, sets out timeframes for the improvement of streets, sidewalks



and other improvements. These timeframes will be coordinated with the master plans for sewer and drainage to minimize disruption of public streets.

- 3) “Identify ways to obtain timely funding for public facility and service needs. Upon request by community representatives, facilitate the possible formation of assessment districts to finance public infrastructure, upgrades and maintenance.” (PFS 1.7)

The criteria are largely applicable to eastern territories, where master planned communities can facilitate the implementation of such districts. The implementation program for the Urban Core will act in a similar fashion to program and time facilities with need.

The above-described Water Supply Assessment, Wastewater Master Plan and Drainage Master Plan analyze the existing and future facilities needs for Chula Vista, including the Specific Plan area. With implementation of recommended improvements and programs, adequate facilities will be provided to serve the Urban Core as relates to water, wastewater and storm water drainage.

b. General Plan Discussion: Meeting Demand Through Alternative Technologies (PFS 2)

Growth will generate increased demand for water delivery and for sewer and drainage systems throughout the City. Water will continue to be a limited resource in semi-arid southern California. The ability to treat wastewater will be affected by the limitations of the San Diego Metro system. Drainage facilities will need to handle increased storm water runoff and potential pollutants in the face of increased growth and diminishing supplies of land. Building more infrastructure and acquiring more capacity can and should be offset by using alternative technologies to handle demand both in the older established parts of the City and in the newly developing areas. The following objective and policies address meeting resource and service demands through use of alternative technologies.

General Plan Policies Related to the Urban Core

- 1) “As part of project construction and design, assure that drainage facilities in new development incorporate storm water runoff and sediment control, including state-of-the-art technologies where appropriate.” (PFS 2.2)

The City conducts and maintains a Storm Water Master Plan. It also reviews new development in a manner consistent with the applicable water quality standards.



c. General Plan Discussion: Long-Term Water Supplies (PFS 3)

The California Water Code requires all urban water suppliers within the state to prepare urban water management plan(s) and update them every five years, in years ending in five or zero. The plans are to identify supply and demand, infrastructure and funding. In accordance with the Act, the County Water Authority (CWA) adopted an Urban Water Management Plan in 2000 and will be updating it in 2005. The 2000 Plan forecasts total projected water demand for the entire area served by the CWA as 813,000 acre-feet of water in the year 2020. This figure includes municipal, industrial and agricultural demand and is adjusted for conservation savings. The report estimates total projected local water supplies in the year 2020 as 223,500 acre-feet. Local water supplies include surface water, water recycling, groundwater and seawater desalination. Through a shortage contingency analysis, the report also concludes that the CWA and its member agencies, through Emergency Response Plans (ERP) and Emergency Storage Projects (ESP), are taking actions to prepare for and appropriately handle a catastrophic interruption of water supplies.

While the CWA relies almost entirely on water imported from outside the region, the Sweetwater Authority has historically imported less than half of its water to meet demand. The Authority's remaining supply has been from two large local surface water reservoirs, Sweetwater and Loveland, which store surface runoff from the Sweetwater River. The Authority also adheres to development of additional local resources such as groundwater pumping and groundwater desalination. As the City grows, the need to identify the long-term supply of water continues.

The Water Supply Assessment prepared by the Sweetwater Authority dated June 8, 2005 evaluates existing conditions and future water needs for the Specific Plan. Existing average water demand for the Specific Plan area is cited as 1.96 million gallons per day (MGD) with a projected average water demand of 3.54 MGD at 2030 buildout. The Sweetwater Authority, Metropolitan Water District of Southern California and San Diego County Water Authority are implementing plans that include projects and programs to help ensure that the existing and planned water users within Sweetwater Authority's service area have an adequate supply. By using a variety of water supply sources, including importation, the Sweetwater Reservoir, National City Wells, and Reynolds Desalination, and by implementing conservation programs, sufficient water supply will be available for anticipated development under the Specific Plan.

General Plan Policies Related to the Urban Core

- 1) Assist the water agencies (Sweetwater Authority) in preparing and maintaining Urban Water Management Plans that identify water demand anticipated by existing and new development. (PFS 3.1)

This activity will largely occur through city-wide development monitoring and reporting.

d. General Plan Discussion: Long-Term Sewer Capacities (PFS 4)

The City maintains and regularly updates a Wastewater Management Plan to evaluate the adequacy of the existing wastewater collection system to sustain the long-term growth of the City. The Wastewater Management Plan helps the City budget for Capital Improvement Projects (CIP), allocate resources for the acquisition of additional sewage capacity, and determine the short and long-term sewer capacity needs of the City.

General Plan Policies Related to the Urban Core

- 1) “Continually monitor wastewater flows and anticipate future wastewater increases that may result from changes in adopted land use patterns.” (PFS 4.1)

As cited above, the City’s Wastewater Master Plan is undertaken to identify needed expansions, which are paid for by connection and service fees.

e. General Plan Discussion: Providing for Solid Waste Disposal (PFS 24)

The following objective and policies address the efficient handling of solid waste throughout the City. The important and related topics of reducing overall solid waste and of handling hazardous wastes are addressed in the Environment Element, Chapter 9 of the City of Chula Vista’s General Plan. The Otay Landfill is estimated to reach capacity within the next 23 years, requiring closure of the facility. Meeting future needs of the planning area may require the creation of a regional transfer station, where solid waste collected from individual collection routes is transferred into large trucks for disposal. The transportation of solid waste to an alternate site must occur in an efficient manner that restricts adverse circulation, visual, and noise impacts.

General Plan Policies Related to the Urban Core

- 1) “Plan for adequate systems and facilities to manage the City’s solid waste generation, treatment and disposal.” (PFS 24.1)

Solid waste programs and recycling are addressed through city-wide programs. Design Guidelines are provided in the Specific Plan for future development which reflect the ability to service for trash and recycling collection.

D. Law Enforcement, Fire Protection and Emergency Services

1. Facilities and Services

In the City of Chula Vista, fire protection and emergency medical services are provided by the Chula Vista Fire Department. Law enforcement services are provided by the Chula Vista Police Department. Fire stations are dispersed throughout the City, while police facilities are centered in headquarters located in downtown Chula Vista (See Figure 9.4 Police and Fire Station Locations.) The current Fire Station Master Plan calls for nine fire stations, eight of which have been constructed. The Master Plan is being updated to reflect changes to General Plan and to respond to a revised set of performance criteria as proposed in the Fire Department Strategic Plan. Therefore, the number and location of future fire stations, along with how the stations are equipped, is subject to change.

To maintain the high level of dependable, competent fire protection and emergency medical services the City enjoys, several strategies will continue to be employed. The City will continue to use a growth-related service standard, through its Growth Management Ordinance and program, to help determine if public safety is adequately protected. Fire Department staffing and equipment will continue to be expanded as needed to meet the service standard and to minimize hazards to the firefighters and public, in conformance with changes to the updated Fire Department Master Plan. The Fire Department will continue to enhance its capabilities and staffing through mutual aid agreements with fire departments in the surrounding communities.

Similar strategies also facilitate the provision of law enforcement services that meet the City's needs. The Department will continue to monitor calls for service, analyze crime statistics and resident survey data, and make changes in staffing and patrols to reflect the growing community's needs.

Effective fire protection, emergency medical, and law enforcement services require two-way relationships with the community. The unique needs and conditions in the community must be understood and the community must lend support to the various programs and efforts of the Police Department and Fire Department. The City encourages active participation by the Fire and Police Departments in all facets of community life, including involvement in area business, senior, and youth activities.



2. Disaster and Emergency Response Program

State regulations establish the Standardized Emergency Management System, or SEMS. The system includes requirements for incident command systems, multi-agency coordination systems, mutual aid agreements and the “operational area” concept. As an agency (municipality) with emergency response capability within the state, Chula Vista is required to use the SEMS system.

Chula Vista provides for the preparation and carrying out of plans for the protection of persons and property within the City in the event of an emergency (Municipal Code, Chapter 2.1.4 Emergency Organization Department). The Code requires coordination of the emergency functions of the City with other public agencies, corporations, and organizations.

There may be occasions when a limited scale evacuation is the appropriate response to an emergency situation. Under these circumstances, people should be evacuated to neighborhood and community schools, hospitals and public facilities, where they could receive adequate care and treatment. In the event of a major disaster, where a large part of the City may require evacuation, the circulation routes serving the Specific Plan area are:

- I-5, I-805, and SR-54
- E Street, H Street, J Street, and L Street
- Broadway, Fourth Avenue, Hilltop Drive, and Third Avenue

The Disaster Management Act of 2000 requires that, in order to remain eligible for post-disaster Federal Emergency Management Agency (FEMA) funding after November 2004, every jurisdiction in the United States must have an approved Hazard Mitigation Plan (HAZMIT Plan) to address the management of and response to emergency situations. In addition, to be eligible for pre-disaster FEMA funding for use in hazard mitigation, each jurisdiction’s approved HAZMIT Plan must include the planned uses of these funds. The City of Chula Vista adopted a HAZMIT Plan in May 2004 to help mitigate impact to the City in the event of a natural or man-made disaster. The City’s HAZMIT Plan was included in the San Diego County Multi-Jurisdictional HAZMIT Plan submitted to FEMA for approval in compliance with Federal Law.



Police and Fire Station Locations (Source: City of Chula Vista)

Fig. 9.3

3. Objectives and Policies

Objectives and policies directing law enforcement, fire protection and emergency responses are arranged around specific topics or issues. The following pages describe an issue or topic and how the City has planned for adequate service for the Specific Plan through the General Plan. Supporting objectives and policies follow the discussion.

a. General Plan Discussion: Keeping Pace with Growth (Police, Fire Protection & Emergency Medical Service) (PFS 5)

The City of Chula Vista has experienced significant residential growth over the last decade. The majority of new growth has occurred in the east, where continued relatively high growth is expected in the coming years, along with density increases in the west. Fire protection, emergency medical service and police services will need to expand to match the demand brought on by this anticipated growth.

While fire stations are located throughout the City, the Police Department maintains one police headquarters, located in the western portion of the City. The police headquarters is sufficient to accommodate the growth projected in the Specific Plan.

General Plan Policies Related to the Urban Core

- 1) “Continue to adequately equip and staff the Fire Department to ensure that established service standards for emergency calls are met.” (PFS 5.1)
- 2) “Upgrade fire and emergency medical equipment as required to protect the public from hazards and to ensure the safety of the fire fighters.” (PFS 5.2)

b. General Plan Discussion: Emergency Response and Development (PFS 6)

General Plan policies and Growth Management standards tie new development and redevelopment to the provision of adequate public facilities and services, including police and fire protection. Some design characteristics, such as narrow street widths, aim to create walkable communities, serve to establish an overall neighborly atmosphere, and tend to reduce traffic speeds. In mixed use neighborhoods, density increases may result in taller buildings. The evolving urban form and the cumulative increase in development will affect emergency service response times as well as the equipment, facilities and personnel needed for fire and police services.

“Crime Prevention Through Environmental Design” (CPTED) is a method of incorporating design techniques into projects to help reduce the potential for

crime. CPTED is used in the development of parks, residential and commercial projects, schools, transit stations and parking lots to reduce the number of calls for service. The reduced call volume may favorably impact response times. CPTED includes the use of four primary strategies:

- Providing natural access control into areas,
- Improving natural surveillance (i.e., increasing “eyes on the street”),
- Maintaining and managing a property to reduce crime and disorder, and
- Using territorial reinforcement to distinguish private space from public space.

General Plan Policies Related to the Urban Core

- 1) “Continue to require new development and redevelopment projects to demonstrate adequate access for fire and police vehicles.” (PFS 6.1)
- 2) “Require new development and redevelopment projects to demonstrate adequate water pressure to new buildings.” (PFS 6.2)
- 3) “Encourage Crime Prevention Through Environmental Design (CPTED) techniques in new development and redevelopment projects.” (PFS 6.3)

Project review within the Specific Plan shall include the above-listed criteria. Design requirements and recommendations found in Chapter VII - Design Guidelines require future projects within the Specific Plan area to incorporate CPTED principles.

c. General Plan Discussion: Emergency Response Program (PFS 7)

A city-wide emergency response program provides the framework for responding to any type of emergency or disaster that might occur in Chula Vista. Accomplishing efficient emergency response involves coordination with other agencies regarding disaster preparedness, preparation and regular update of the emergency response plan, education of residents and businesses about the plan and about evacuation routes, and periodic training of City staff and other emergency response staff to effectively implement the plan.

General Plan Policies Related to the Urban Core

All General Plan policies within this criterion are implemented city-wide.



d. General Plan Discussion: Post Emergency Response (PFS 8)

In the event of disasters and emergencies, a swift and efficient response minimizes injuries, casualties and property damage. Planning post-disaster operations ensures the safety, health and welfare of our residents by allowing critical operations to continue as expeditiously and efficiently as possible following a catastrophic event. Post-disaster analysis will help the City improve safety plans and responses.

General Plan Policies Related to the Urban Core

All General Plan policies within this criterion are implemented city-wide.

E. Schools

1. School Facilities

Excellent schools are assets to any community. Two school districts serve the City. Chula Vista Elementary School District (CVESD) operates kindergarten through sixth grade; Sweetwater Union High School District (SUHSD) operates junior and senior high schools and ancillary programs. Higher education is available through Southwestern Community College.

As of 2004, the CVESD operates 42 schools and the SUHSD operates 26 schools, both within and outside the boundaries of the City of Chula Vista. (See Figure 9.4 Existing Primary and Secondary Schools Serving Chula Vista.) Both districts actively plan for modernization and expansion of campuses to accommodate anticipated increases in enrollments. The districts have completed improvements through modernization programs and bond issues or prepared modernization plans in preparation for construction.

2. Objectives and Policies

Objectives and policies impacting schools are arranged around specific topics or issues. The following pages describe an issue or topic and how the City has planned for adequate service for the Specific Plan through the General Plan. Supporting objectives and policies follow the discussion.

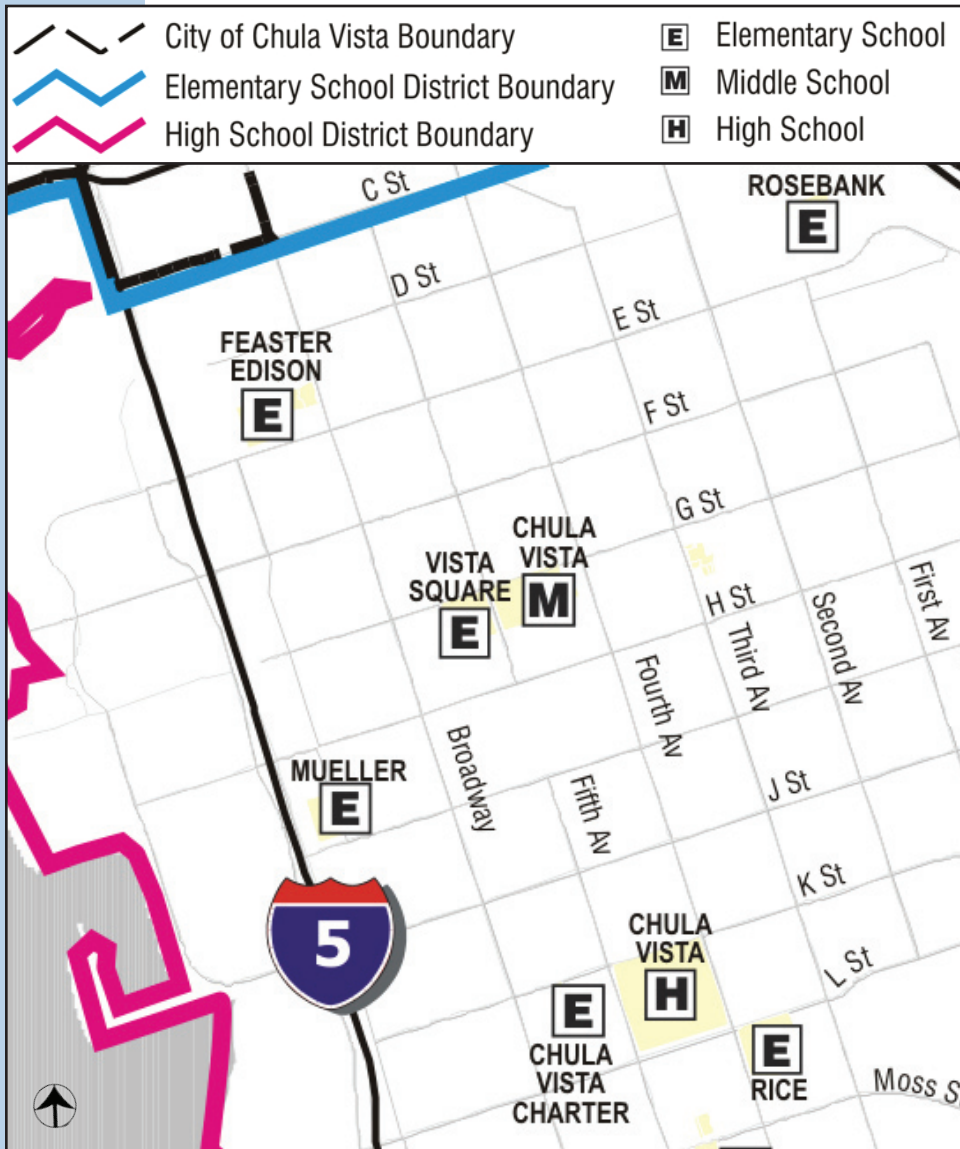
a. General Plan Discussion: Keeping Pace with Growth and Technology (School Facilities) (PFS 9)

Population growth in western Chula Vista may impact existing, older school facilities. Modernization of school campuses is expected to continue as the school districts plan for facility improvements. Technology continues to change the work place and the social and cultural environments of our community. The school system, which helps shape our children and our future, must keep pace with development. While siting of schools falls under the jurisdiction of the local school districts, not the City, it is the City's intent to facilitate the district's efforts to provide school services.

General Plan Policies Related to the Urban Core

- 1) Continue coordinating with local school districts during review of land use issues requiring discretionary approval to provide adequate school facilities, to meet needs generated by development, and to avoid overcrowding in accordance with guidelines of Government Code 65996(b). (PFS 9.1)





Existing Primary and Secondary Schools Serving Chula Vista
(Source: City of Chula Vista)

Fig. 9.4



- 2) *Encourage the consideration of new approaches to accommodate student enrollments, including alternative campus locations and education programs. (PFS 9.2)*
- 3) *Assist school districts in identifying and acquiring school sites for new construction in needed time frames. (PFS 9.3)*
- 4) *Assist school districts in identifying sources of funding for the expansion of facilities in western Chula Vista as needed based on growth. (PFS 9.4)*
- 5) *Work closely with the school districts to identify needs for public education facilities and programs, including developing and expanding extra-curricular recreation and educational programs for primary, secondary, and adult education, and providing state-of-the-art information services. (PFS 9.5)*

The foregoing policies reflect the need to plan and implement schools over the relatively long period of development implementing the Specific Plan. Cooperation in projecting growth and monitoring new development and the resulting demographics will assure that existing schools are expanded or new schools are built at the time of need.

b. General Plan Discussion: Site Location and Design (School Facilities) (PFS 10)

School districts control site selection and school design. In all instances, safe pickup and drop-off of students is a primary concern. Schools are generally designed with the intent of adding modular units to accommodate temporary spikes in student enrollment. While both Chula Vista school districts use this strategy, drawbacks include the fact that the units displace parking, open space and recreation areas. Some schools in western Chula Vista are already running out of limited buildable space and have no room to expand the campuses horizontally in the current land locked locations.

General Plan Policies Related to the Urban Core

- 1) *“Continue to coordinate and make recommendations to the school districts and property owners and developers on the location, size and design of school facilities relative to the location in the community. Encourage school districts to consider joint use and alternative structural design such as multi-story buildings where appropriate.” (PFS 10.1)*

Alternative structural designs will be especially important within the Urban Core due to land availability.

- 2) *“Encourage the central location of new schools within the neighborhoods or areas they serve so as to further community development and enhance the quality of life.” (PFS 10.4)*

- 3) *“Coordinate with the school districts on the design of school grounds and fields to provide for use of these facilities by the City’s Youth Sports Council leagues.” (PFS 10.5)*

Joint use of facilities by the City and the School District can maximize the public use of school and park sites.

F. Parks and Recreation

1. Facilities and Programs

Parks and recreation facilities and programming are essential to the health and welfare of the individuals living and working in the City of Chula Vista. Parks can provide a relief from the stress of daily life and can contribute to neighborhood engagement, economic development and community revitalization. The different types of parks and recreation facilities found in Chula Vista are described below. (See Figure 9.5 Existing and Proposed Public Parks and Recreation Facilities.)

Community parks, designed to serve more than one neighborhood, are ideally 30 or more acres and provide a wide variety of facilities, including swimming pools, playing fields, recreation centers, cultural centers and picnic areas. Neighborhood parks are intended to serve local residents; range in size from 5 to 15 acres; and include open play space, playing fields, play equipment and picnic areas. Mini parks consist of both public and private facilities, are typically less than four acres in size, serve a small number of homes, and contain very limited facilities such as a tot lot or play structure and some grass play area. Public mini parks are typically located in the older western portion of the City.

Urban parks are generally located in urban downtown areas and may contain facilities such as public plazas, tot lots, play structures, public art features, sports courts (such as basketball or tennis), walking/jogging trails, dog walk areas, picnic or seating areas, some grass play area, and trees. Urban parks, which will occur where infill and redevelopment activity is likely to occur, may be considered for public park credit as a necessary component of an overall park service solution where available and affordable land is scarce. Similar to mini parks, urban parks may serve a smaller number of homes than neighborhood parks, depending on the ultimate housing density within the service areas. Urban parks will typically be less than four acres in size. Recreation facilities are generally located within community parks and include community centers, gymnasiums, swimming pools, youth centers, and senior centers.

Several related documents address the development of parks and recreation facilities in the City. The Chula Vista Parks and Recreation Master Plan, adopted in November 2002, contains an inventory of existing parks and recreations facilities, a needs assessment, and policies to implement the General Plan. The Master Plan envisions the City's park and recreation facilities as an integrated system of amenities, programs and services interwoven throughout over 700 acres of parkland to meet the expressed needs of the community.



The Greenbelt Master Plan identifies segments of an overall backbone system of 28 linear miles of open space and parks that encircle the City. It discusses unique opportunities for a continuous trail system to link City parks and other resources outside of the City boundary.

2. Objectives and Policies

Objectives and policies directing parks and recreation facilities and programs are arranged around specific topics or issues. The following pages describe an issue or topic and how the City has planned for adequate service for the Specific Plan through the General Plan. Supporting objectives and policies follow the discussion.

a. General Plan Discussion: Keeping Pace with Growth (Parks and Recreation) (PFS 14)

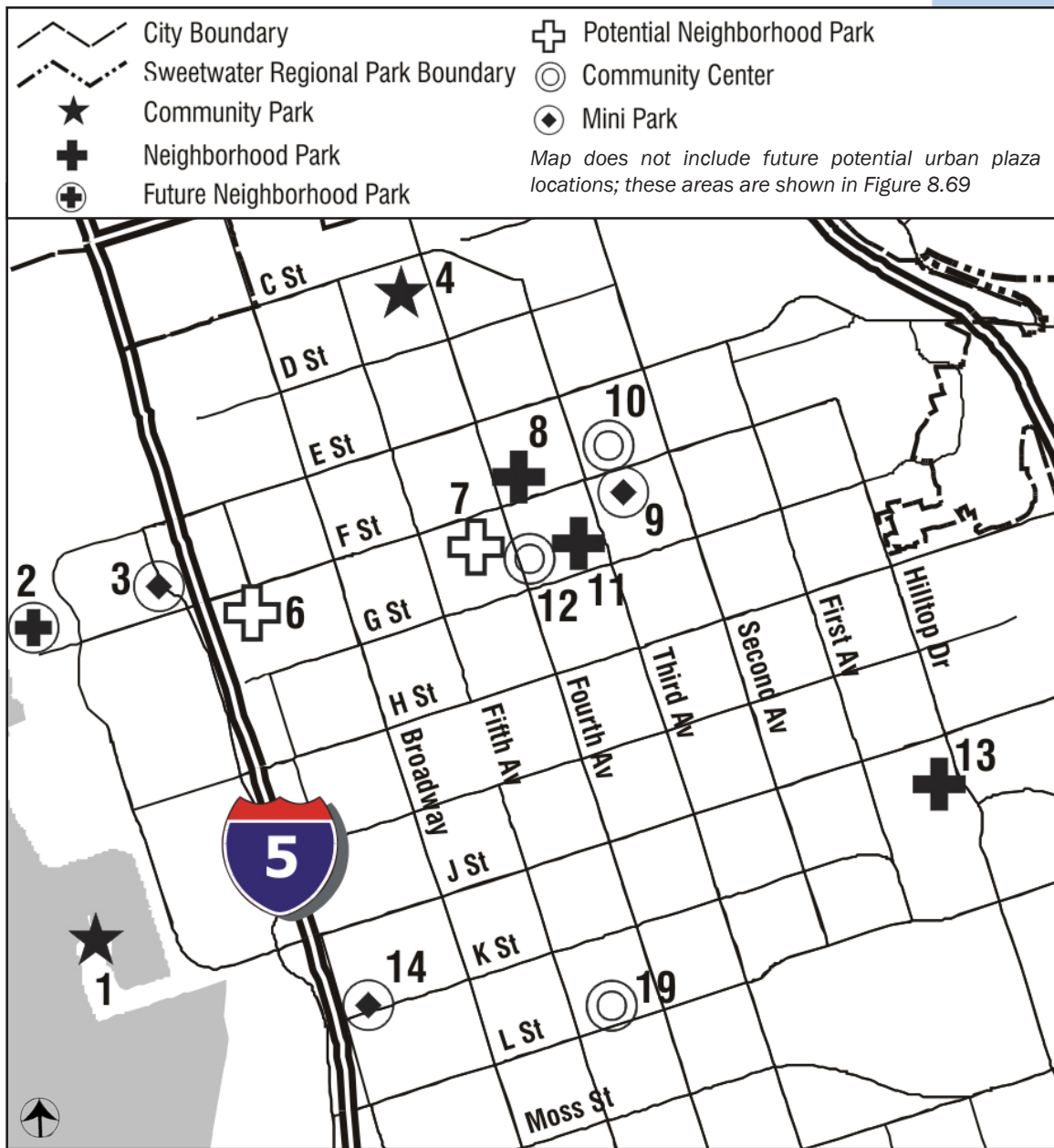
The City strives to maintain existing parks and recreation facilities, to offer recreational programs to meet current demand, and to plan and construct new parks and facilities and develop new programs to meet future demand due to growth. The majority of residential growth in the last decade has occurred in eastern Chula Vista; however, it is anticipated that significant growth will occur in both the east and the west in the future.

The Parks and Recreation Master Plan and Public Facilities Development Impact Fee program provide direction and financing for the size and location of parks and recreation facilities, based on population, density and land use designation.

Timely development and the provision of facilities, staffing, and equipment that is responsive to growth and community demands and expectations are important.

General Plan Policies Related to the Urban Core

- 1) “Maximize the use of existing parks and recreation facilities through upgrades and additions/changes to programs to meet the needs of the community.” (PFS 14.1)
- 2) “Construct new parks and recreation facilities that reflect the interests and needs of the community.” (PFS 14.2)
- 3) “Continue to maintain and update the Chula Vista Parks and Recreation Master Plan, the Greenbelt Master Plan, the Park Dedication Ordinance and the recreation component of the Public Facilities Development Impact Fee, as needed.” (PFS 14.3)



Existing and Proposed Parks and Recreation Facilities (Source: City of Chula Vista)

Fig. 9.5

- 4) *“Use park dedication, location, site design and acceptance standards as provided in the Chula Vista Parks and Recreation Master Plan, the Park Dedication Ordinance and the Recreation DIF, as may be amended from time to time.” (PFS 14.4)*
- 5) *“Work with proponents of new development projects and redevelopment projects at the earliest stages to ensure that parks, recreation, trails and open space facilities are designed to meet City standards and are built in a timely manner to meet the needs of residents they will serve.” (PFS 14.5)*
- 6) *“Design recreation programs to reflect the interests and recreation needs of the children, teens, adults, and seniors living in our ethnically diverse city.” (PFS 14.6)*
- 7) *“Explore opportunities for collaborations and partnerships with local organizations, expand use of volunteers, and develop commercial recreational facilities that meet public demand and need.” (PFS 14.7)*
- 8) *“Continue to provide adequate park maintenance, park ranger service recreation services, staffing, and equipment to ensure safe, well-maintained facilities.” (PFS 14.8)*

The foregoing policies will apply to recreation and park facilities within the Urban Core. The Parks and Recreation Master Plan and development impact fee programs will be monitored during the life of the Specific Plan and updated to meet service and demographic needs of the community.

b. General Plan Discussion: Meeting Park Demand (PFS 15)

Historic park development in western Chula Vista has been impacted by several factors: pre-existing park development standards that differ from current City standards, the Quimby Act - state legislation limiting park dedication requirements for new development, and Proposition 13- state legislation limiting property tax revenues. Increased residential densities and intensity of development will create a corresponding increase in demand for recreation facilities and programs. The current city-wide standard for new development provides for either the dedication or development of 3 acres of parkland for every 1,000 residents or the payment of in-lieu fees. The City's Recreation Development Impact Fee provides a funding mechanism for development of new recreation facility requirements. City-wide parkland and recreation development policies to guide future ordinances and master planning are identified below.

Scarce land tends to make parkland acquisition costs (in terms of cost of land and displacement) in western Chula Vista significantly higher compared to



the City's eastern territories. While future growth will result in the need and requirement for additional parklands and recreational facilities, there will be increased difficulty in securing appropriate park and recreation sites in western Chula Vista where land is largely built out. Lack of vacant and underutilized land, and/or competing demands and uses for land in the west provide challenges to increasing the park and recreation facility inventory. Maximizing the utility of existing parks and recreation facilities through renovation and expansion and consideration of non-active recreational uses within existing recreation needs is important in the western portion of the City; while this strategy will not provide additional park acreage, it will partially meet the needs of future residents. In addition to parkland acquisition efforts, potential solutions for new park sites include the covering of portions of I-5 to create park and open space areas and joint-use of school classrooms, playing fields and sports courts by the public via joint-use agreements. The provision of a community center within urban development areas should be considered, possibly within a new mixed-use environment.

An overall combination of park and recreation facilities that will serve all Chula Vista residents is planned. While a majority of the future demand for facilities may be met within planned public park sites, there will continue to be a need to rely on quasi-public park sites and joint-use facilities to increase the recreation facility inventory in the City. Details and strategies for meeting park demand will be addressed further through comprehensive revisions to the existing Parks and Recreation Master Plan.

General Plan Policies Related to the Urban Core

- 1) Continue to pursue a city-wide standard for the provision of developed parkland for new development projects on a basis equivalent to three acres per estimated one thousand new residents. (PFS 15.1)
- 2) Consider a combination of land dedication, improvements, and/or in-lieu fees for park development improvements in the Northwest and Southwest Planning Areas to better serve the public park and recreation needs of future residents. (PFS 15.2)
- 3) Consider a broad mix of park types and facilities toward meeting park requirements in the Northwest and Southwest planning areas in response to existing development conditions and lack of land availability. Such facilities could include urban parks, plazas, neighborhood parks and community parks to meet the parkland dedication requirements of new development in the west. (PFS 15.3)
- 4) Promote the inclusion of park and recreation facilities in or near redevelopment areas to both serve the new development and to contribute to meeting existing park and recreation needs. (PFS 15.4)

- 5) *Use park dedication, location and site design and acceptance of dedication standards as provided in the Chula Vista Parks and Recreation Master Plan, the Park Dedication Ordinance and the Recreation Development Impact Fee (DIF) program, as may be amended from time to time. (PFS 15.5)*
- 6) *Amend the Parks and Recreation Master Plan to add a new “urban park” definition for parks that may be developed within western Chula Vista, subject to specific siting, design and park dedication and credit criteria. (PFS 15.8)*
- 7) *Pursue the funding, design and development of a connected park as part of the Civic Center complex which links Will T. Hyde/Friendship Park, the Civic Center and Parkway Memorial Park. (PFS 15.10)*
- 8) *Consider the design of non-traditional, uniquely themed parks in the Urban Core and Bayfront that are “stand-alone” attractions or destinations, having unique character and features. (PFS 15.11)*

The foregoing policies will guide implementation of parks and facilities within the Urban Core.

The Specific Plan area is expected to have a system of public parks, plazas, promenades, and paseos that will contribute to the parks and recreation facilities that currently exist in the City. The following parks and open spaces exist or are expected to be constructed in the Specific Plan area.

Existing:

- *Eucalyptus Park, approximately 18 acres*
- *Will T. Hyde/Friendship Park, approximately 4 acres*
- *Norman Park & Community Senior Center, approximately 1.5 acres*

Proposed:

- *Lower Sweetwater, approximately 15 to 20 acres*
- *Memorial Park Annex, approximately 3 to 5 acres*
- *Promenade Park west of Broadway, approximately 12 to 15 acres*

In addition, a series of urban plazas are envisioned along Third Avenue, H Street, and Broadway, as well as a pedestrian promenade along F Street connecting downtown Third Avenue with the bayfront, which will also add recreational value to urban life.

c. General Plan Discussion: Joint Use of Park and School Facilities (PFS 18)

Increased intensity of development in western Chula Vista and lack of vacant and underutilized land for park facilities will result in an increased demand on parks and schools for recreational facilities. Joint use of facilities provides an opportunity for the school children and the general public to mutually benefit.

Public demand for field space for youth leagues exceeds the City's supply of sports fields in City parks, due to competing demands with adult athletic leagues and the sheer number of youth sports teams to accommodate. The City currently relies on individual elementary, middle, and high schools to allow use of the schools' fields by Youth Sports Council leagues.

General Plan Policies Related to the Urban Core

- 1) Promote the City Council and the Boards of the two School Districts entering into long-term master agreements to allow allocation of school fields to the City's Youth Sports Council leagues via a process administered by the City, and to allow after-school use of classrooms at different schools for recreation classes. (PFS 18.1)*
- 2) Coordinate with the School Districts on the design of school grounds and fields to provide for use of these facilities by the City's Youth Sports council leagues. (PFS 18.2)*
- 3) Consider siting elementary schools adjacent to neighborhood parks, where feasible, to allow for expanded use of the school grounds and classrooms by the general public and the park area by the school children. (PFS 18.3)*

The foregoing policies will guide the City in discussions with the School Districts on possible joint use of facilities within the Urban Core.



G. Energy and Telecommunications

1. Energy

San Diego Gas and Electric (SDG&E) owns, operates and maintains the pipes, wires and appurtenances needed to transport natural gas and transmit and distribute electricity to Chula Vista residential, commercial, industrial and institutional facilities. These two forms of energy are essential to everyday life in Chula Vista. SDG&E estimates that additional infrastructure may be needed to deliver energy, serve a growing population, maintain local and regional reliability, and move energy through the western regional U.S. system. SDG&E projects that infrastructure may include new electricity distribution substations in the western part of the City. The following objective and policies relate to the provision of energy to the City. A discussion and related policies addressing energy conservation are contained in the Environmental Element, Chapter 9 of the City of Chula Vista's General Plan.

2. Telecommunications

Telecommunications services in Chula Vista include telephone, cable and wireless communication services and are provided by several companies. Future communication technologies may expand into other fields. Infrastructure upgrades are being made by private providers to facilitate high-speed data transmission and interactive video capabilities. The City encourages constructing new office and industrial buildings with state-of-the-art telecommunication circuits to utilize these upgrades.

3. Objectives and Policies

Objectives and policies directing the generation and delivery of energy are arranged around specific topics or issues. The following describes an issue or topic and how the City has planned for adequate service for the Specific Plan through the General Plan. Supporting objectives and policies follow the discussion.

a. General Plan Discussion: Powering Chula Vista (PFS 22)

Population growth in Chula Vista will increase demand for energy and power. In response to energy needs, the City embarked on a mission to identify viable options to control the City's energy future. On May 29, 2001, the City Council adopted the City of Chula Vista Energy Strategy and Action Plan (Energy Strategy) and adopted an ordinance to investigate the possibility of creating a municipal utility.

The Energy Strategy identifies recommended actions, including monitoring the energy market and legal restrictions, being prepared to enter into an Electrical Services Contract with an Energy Services Provider or power generator as allowed by law, partnering with a third party to build and operate power generation facilities, developing an emissions offset program based on mobile sources, becoming a municipal “aggregator” and acquiring electricity at negotiated rates for City facilities and participating residents and business owners, expanding energy conservation projects for City facilities and promoting energy efficient and renewable energy programs for businesses and residents, and developing and implementing a legislative strategy that facilitates the City’s overall energy plan.

General Plan Policies Related to the Urban Core

All policies regarding energy and telecommunications are implemented on a city-wide basis. The Specific Plan does provide for the review of buildings for greater energy efficiency and promotes standards for sustainability in Section 4. Special Guidelines of Chapter VII - Design Guidelines.



X. Plan Implementation and Community Benefits Program

E. Description of Improvements	D-43
F. Mobility Improvements	D-44
G. Urban Amenity Improvements	D-49
H. Additional Community Improvements	D-52



X. Plan Implementation and Community Benefits Program

E. Description of Improvements

The following components describe the general approach to achieve the vision and fulfill the objectives for the Urban Core as outlined in the Specific Plan.

The following sections overview the factors and standards that have been used to develop the facilities list for the Specific Plan. Appendix D - Facilities Implementation Analysis is a complete listing of facilities, initial priority, order of magnitude costs, and likely funding source for implementation.

- *Mobility Improvements: This component describes various methods of improving mobility in the Urban Core through investments in pedestrian, bicycle, transit, street and parking systems.*
- *Amenity Improvements: This component describes various methods of improving the quality of the urban environment through investments in amenities such as street furnishings, gateways, wayfinding signs, public art, and storefront facade upgrades.*
- *Additional Community Improvements: This component addresses the method for investing in and improving existing and new community facilities such as parks, plazas, schools, utilities, and infrastructure.*
- *Key Short-Term Demonstration Projects: This section describes a number of selected short-term public improvement projects that the City should undertake to demonstrate its commitment to revitalizing the Urban Core and the potential for achieving the goals of the Specific Plan.*
- *Potential Funding Sources: The method to obtain the community benefits listed above includes harnessing the power of private investment and the strategic use of available public funds. This section outlines both private investment obligations and the most likely sources of public funds that are potentially available to the City.*



F. Mobility Improvements

The Specific Plan provides policy guidance on mobility systems with the primary goal of achieving a balanced transportation system. Inherent in this goal are initiatives that serve to calm traffic, create a friendlier pedestrian and bicycle environment, and vastly improve the availability and service of public transit. Also important to the Specific Plan are mobility connections to other areas of the city, including the eastern Chula Vista and Bayfront areas.

1. Pedestrian Facilities – Capital Projects

The primary goal of pedestrian facilities is to provide logical, convenient, and safe paths of travel throughout the Specific Plan area, making walking a preferred method of travel.

- a. Sidewalks on all streets throughout the planning area should be improved to include adequate width, a safe and smooth walking surface, and adequate lighting levels as specified in Chapter VIII - Public Realm Design Guidelines. In some cases, additional right-of-way (ROW) or public easements may be needed. Additional amenities such as directional signs, benches, and shade trees are important elements that improve the level of quality for pedestrian facilities. (See cross-sections and intersections in Chapter V - Mobility.)*
 - 1) Third Avenue: special paving 14-foot or more wide, depending on diagonal parking locations (between E Street and G Street)*
 - 2) E Street: standard paving, between 9-foot and 13-foot wide (need additional 22 feet total, or 11 feet on each side, of easement between I-5 and 300 feet east of ramp)*
 - 3) F Street: standard paving, 16-foot wide with a 6-foot wide Class I bike path in the center of the sidewalk*
 - 4) H Street: special paving, 16-foot wide (need additional 38 feet total of easement between I-5 and Broadway for sidewalk and additional travel lane, need additional 8 feet total additional ROW of easement between Broadway and Third Avenue for sidewalk)*
 - 5) Broadway: standard paving, 9-foot wide*
 - 6) Woodlawn Avenue: standard paving, 12-foot wide or 24 feet total both sides*
 - 7) All other major streets: standard paving, minimum 10-foot wide*
- b. Crosswalks at all intersections throughout the planning area shall be clearly marked and improved as specified in Chapter VIII - Public Realm Design Guidelines.*



- 1) *Special paving at all intersections in the Village District along Third Avenue*
 - 2) *Special paving at intersections along H Street at Third Avenue, Fourth Avenue, Fifth Avenue, Broadway, Woodlawn Avenue, and I-5*
 - 3) *Special paving at intersections along Broadway at E Street, F Street, G Street, and H Street*
- c. *Mid-block crosswalks at selected locations, as described in Chapter VIII - Public Realm Design Guidelines, shall be installed.*
- *Mid-block with special paving and advanced crossing technology at four locations along Third Avenue in the Village District*
- d. *Paseos that connect residential areas, public parking lots, and other facilities to adjacent streets and pedestrian destinations are a key element in an enhanced pedestrian environment. Paseos should be incorporated into private and public improvement projects as necessary to provide exemplary pedestrian access.*

2. Bicycle Facilities – Capital Projects

The primary goal of bicycle facilities is to provide logical, convenient, and safe paths of travel throughout the Specific Plan area, making cycling a preferred method of travel. To supplement the proposed actions, a bike users map will be prepared to assist commuters and recreational riders in getting around the Urban Core and finding directions to various destinations.

- a. *A boardwalk should be created along H Street and F Street that connects the Urban Core to the Bayfront area. The boardwalk shall consist of an elevated Class I bike path a minimum of 6-foot wide located in the center of the sidewalk on each side of H Street and F Street. The bike paths shall be marked with colored paving and signed to minimize conflicts between pedestrians, vehicles, and bicyclists. Bicycle boulevards will also be evaluated for Davidson Street and G Street.*
- b. *Class II bicycle lanes, at a minimum of 6-foot wide, should be installed on Broadway and along the segments of F Street where a Class I bike path cannot be accommodated.*
- c. *Class III bike routes should be established on the following streets: Fourth Avenue, Fifth Avenue, Third Avenue, E Street, G Street, I Street, J Street, K Street.*
- d. *End of trip facilities, as specified in the updated City Bicycle Master Plan, should include secured bike racks and bike lockers.*

3. Transit Facilities – Policy Initiatives and Capital Projects

The primary goal of transit facilities is to provide a convenient and dependable alternative to automobile travel throughout the Specific Plan area.

a. Policy Initiatives

- *Establish a West Side Shuttle with service on H Street, Third Avenue, E Street or F Street, and Broadway with connections to the Bayfront and Trolley stations at E Street and H Street. The West Side Shuttle should have a relatively short headway of approximately 15 minutes and should run in both directions.*

b. Capital Projects

- 1) *Purchase shuttle vehicles as specified in West Side Shuttle program.*
- 2) *Establish shuttle stations consisting of expanded curb and vehicle pullout areas and signs at the following locations:*
 - *Third Avenue at H Street, F Street and E Street*
 - *E Street at Fifth Avenue, Broadway, Trolley station and Bayfront*
 - *Broadway at F Street and G Street*
 - *H Street at Fourth Avenue, Fifth Avenue, Broadway, Woodlawn Avenue, Trolley station and Bayfront*
- 3) *Provide bus stops and shelters at each of the shuttle locations for use by shuttle loop service and city-wide bus and transit service.*

4. Intersection Improvements - Capital Projects

The primary goal of street improvements is to provide a safe and efficient driving environment, quality road surfaces, and improved traffic operations through lane configurations and intersection designs. Intersections at the following locations will need to be improved to accommodate expected traffic demands. These improvements will include upgraded traffic control, signals and signal timing, turning lanes, and through lane configurations.

a. Priority of Intersection Improvements

Intersection improvements have been divided into three tiers based on priority, with the most important and immediate improvements classified as Tier 1. In each individual tier, the City's existing monitoring program will determine exactly which projects are implemented first during the biannual CIP program review. The intersection numbers correspond to the numbering system provided in Appendix B – Traffic Impact Analysis, prepared by Kimley-Horn and Associates, Inc.



1) Tier 1 Improvements

- #1 Bay Boulevard/I-5 Southbound Ramp/E Street
- #2 I-5 Northbound Ramp/E Street
- #24 I-5 Southbound Ramp/H Street
- #25 I-5 Northbound Ramp/H Street
- #26 Woodlawn Avenue/H Street
- #27 Broadway/H Street
- #28 Fifth Avenue/H Street
- #29 Fourth Avenue/H Street
- #44 Fourth Avenue/SR-54 Eastbound Ramp

2) Tier 2 Improvements

- #34 Broadway/SR-54 Westbound Ramp
- #61 L Street/Bay Boulevard
- #63 Bay Boulevard/I-5 Southbound Ramp
- #64 Industrial Boulevard/I-5 Northbound Ramp
- H Street from four lanes to six lanes from I-5 to Broadway

3) Tier 3 Improvements

- #13 Broadway/F Street
- #45 Fourth Avenue/Brisbane Street
- #57 Second Avenue/D Street

5. Parking Systems – Policy Initiatives

The primary goal of the parking policy is to provide ample, convenient and dependable public parking facilities at three primary locations within the Urban Core:

- The Village District*
- H Street Transit Focus Area (TFA)*
- E Street TFA*

These areas will likely be parking districts designed to assist the private sector in minimizing the provision of on-site parking and providing ample parking for users in each of these areas.

- a. In five years, or sooner upon identification of need, prepare an update to the parking district in the Village District. This analysis shall address the phased provision of additional public parking including:*
 - 1) Maintaining the equivalent of existing public spaces through shared parking and parking management initiatives,*
 - 2) Provision of short-term off-street surface parking facilities,*
 - 3) Provision of selected long-term parking structures in this District, and*
 - 4) Updating the in-lieu fee program.*
- b. In five years, or sooner upon identification of need, prepare a parking analysis that addresses the following for the H Street and E Street TFAs:*
 - 1) Maintaining the equivalent of existing public parking through shared parking and parking management initiatives,*
 - 2) Provision of short-term off-street surface parking facilities,*
 - 3) Provision of selected long-term parking structures in this District, and*
 - 4) Determining the appropriateness of an in-lieu fee program.*

G. Urban Amenity Improvements

The Specific Plan provides policy and design guidance on urban amenities with the primary goal of achieving a physically enhanced and visually attractive urban environment that is a desirable destination within Chula Vista.

1. Streetscapes - Capital Projects

- a. *Prepare streetscape master plans for selected streets in the Urban Core. Master plans should be prepared with community involvement and should be consistent with the guidelines and recommendations of the Specific Plan. Streetscape master plans should address the following elements:*
 - 1) *Coordination with adjacent infill development in order that street widening and urban design amenities can be incrementally implemented, to the extent feasible, concurrent with new development projects.*
 - 2) *Coordinated design with street improvement projects, including intersection, infrastructure, and mid-block and crosswalk designs.*
 - 3) *Detailed designs and materials specifications for all sidewalk areas, including paving, street furnishings, street trees, decorative street lights and other elements.*
 - 4) *Street master plans should be prepared for the following areas:*
 - a) *Third Avenue between E Street and H Street*
 - b) *Broadway between C Street and L Street*
 - c) *H Street between I-5 and Del Mar Avenue*
 - d) *F Street between I-5 and Del Mar Avenue*
 - e) *E Street between I-5 and Del Mar Avenue*
- b. *Prepare plans for the I-5 overcrossings that include enhanced sidewalk paving, decorative lighting, street furnishings, public art, and other elements. Coordinate the designs with gateways and streetscape plans for these areas. Plans should be prepared for the following locations:*
 - 1) *H Street*
 - 2) *F Street*
 - 3) *E Street*



2. Gateways - Capital Projects

Prepare detailed design plans for selected gateways in the Urban Core. Gateway plans should be prepared with community involvement and should be consistent with the guidelines and recommendations of the Specific Plan. The gateway plans may be developed and implemented as part of private development occurring at gateway locations. Plans should be prepared for the following locations:

a. Primary Gateways

- 1) *I-5 and E Street*
- 2) *I-5 and H Street*
- 3) *Third Avenue and E Street*
- 4) *Fourth Avenue and C Street*

b. Secondary Gateways

- 1) *I-5 and F Street*
- 2) *Third Avenue and H Street*

3. Wayfinding - Capital Projects

Prepare a wayfinding directional sign program for the Specific Plan area. The program should include incorporation of the City logo or other Urban Core identity brand, informational and directional sign designs to facilities such as public parking, public facilities and other important destinations. The program should include sign hierarchy and conceptual designs, should be prepared with community involvement, and should be consistent with the guidelines and recommendations of the Specific Plan. Actual capital projects will depend on the resulting plan or sign program.

4. Public Art - Policy Initiatives

Complete the art in public places program and implement through project review on individual developments and various public improvement projects.

5. Storefront/Facade Improvements – Policy Initiatives and Capital Projects

a. Policy Initiatives

- 1) *Update the storefront façade improvement program in the Village District.*
- 2) *Prepare a new storefront façade improvement program for the Urban Core District along Broadway.*

b. Capital Projects

- *Fund storefront and façade improvement projects through the provision of grants in compliance with the adopted program.*



II. Additional Community Improvements

The Specific Plan provides policy guidance on a range of public facilities and services with the primary goal of providing excellent facilities and services for the Urban Core residents and visitors. Inherent in this goal are initiatives that serve to produce additional park space; adequate and efficient use of public schools, plazas, and paseo systems; and upgraded utilities and infrastructure.

1. Parks

Pursue park opportunity sites within the Urban Core. Each potential park site should be located as specified in the updated Parks and Recreation Master Plan. Each park should contain facilities as required by the Parks and Recreation Master Plan update. The following are general areas for park improvements in the Urban Core:

- a. Lower Sweetwater Community Park (approximately 15 to 20 acres)*
- b. Memorial Park Annex (approximately 3 to 5 acres)*
- c. Park west of Broadway (approximately 12 to 15 acres)*

2. Plazas - Capital Projects

Pursue plaza improvement projects, with amenities as outlined in this Specific Plan, in conjunction with new development at the general locations shown on Figure 8.69 of Chapter VIII - Public Realm Design Guidelines.

3. Schools - Policy Initiatives

Coordinate with Chula Vista Elementary School District (CVESD) and the Sweetwater Unified High School District (SUHSD) to determine the need for additional school facility space as outlined Chapter IX – Infrastructure and Public Facilities.

4. Sustainable Development - Green Building Demonstration

The recently established National Energy Center for Sustainable Communities (NECSC) will serve as a tremendous resource to the City throughout the life of the Specific Plan. In partnership with the NECSC, the City will look to generate grant funding specific to the Urban Core that will support commitments from developers to undertake a green building demonstration program. Through existing agreements and future development programs, the City will target the Urban Core to create an urban model for sustainable community development.

A new resource guide could be developed which includes expanded sustainability goals, design principles and tools for designing and building in a mixed-use or urban development market. A Resource Guide for Sustainable Urban Development could expand upon the Environmental Sustainability Goals and Design Principles included in Chapter VII - Design Guidelines and help establish a framework for the creation of a sustainable Urban Core.



C. Long Term Implementation

This section consists of the Final Report on Facilities Implementation Analysis, which addresses projected cost estimates, projected timing, and projected revenues, such as development impact fees and tax increment financing; Chapter XI - Plan Administration, Section C. Specific Plan Administration, which addresses the Specific Plan's application to subsequent development projects; and the Final Environmental Impact Report's Mitigation and Monitoring Program (MMRP).

X. Plan Implementation and Community Benefits Program

D. Long Term Implementation Process

D-57



D. Long Term Implementation Process

From the beginning of the Specific Plan process, there has been a keen awareness that the adoption and implementation of the plan will rest on the amenity value that new development can bring. This value cannot be achieved by attractive pictures and vague promises of future action. Among the key benefits of the Specific Plan will be amenities and capacity enhancements, in the form of such elements as parks, pedestrian spaces, utilities, transit accommodation and roadway improvements. The effort to plan and program the delivery of these essential public facilities within the Urban Core will be especially challenging. In new communities, the City has assessed such matters through the preparation of Public Facilities Finance Plans (PFFPs). These documents have served well to address the extension of facilities coinciding with the relatively short-term timing of new master planned neighborhoods and subdivision improvements. However, the Urban Core presents a vastly different set of circumstances: the placement or upgrading of public facilities within an existing neighborhood, in support of infill and redevelopment over a period of perhaps decades.

For the reasons stated above, the Specific Plan relies on a systematic approach to the delivery of public facilities. These facilities are designed to fulfill the obligations and objectives handed down from the General Plan. The public facilities program also fits well with the ongoing efforts of City construction and operating departments as these departments pursue their own particular studies, creative implementation approaches, and master plans.

The flow chart presented in Figure D.1 was prepared to show how the Urban Core project includes necessary components to inform the future citywide or western Chula Vista Impact Fee, Facilities Master Plan, and Capital Improvement Program processes. The key bridge from the plan and its regulations into public facilities is this Appendix D.

The implementation of the Specific Plan is also seen as somewhat dynamic and is subject to ongoing monitoring and priority-setting. While projects are assigned priorities based on 2005 factors, the timing and location of development may require that certain facilities be advanced in priority. This schedule assessment will be accomplished through a review of facility performance as part of the biannual review of the Citywide Capital Improvement Program (CIP) budget and through the preparation and maintenance of the City's facilities financing and fee strategies, as these items may be adopted and amended from time to time. Any change in priorities, timing and valuation from the facilities program associated with the CIP or facilities program shall not require the amendment of the Specific Plan, as long as such changes, additions or subtractions are not in conflict with the applicable CEQA review documents for this Specific Plan.



FINAL REPORT

CHULA VISTA URBAN CORE SPECIFIC PLAN FACILITIES IMPLEMENTATION ANALYSIS

Prepared for:

City of Chula Vista

Prepared by:

Economic & Planning Systems, Inc.

May 2007

EPS #15001

BERKELEY
2501 Ninth St., Suite 200
Berkeley, CA 94710-2515
www.epsys.com

Phone: 510-841-9190
Fax: 510-841-9208



SACRAMENTO
Phone: 916-649-8010
Fax: 916-649-2070

DENVER
Phone: 303-623-3557
Fax: 303-623-9049

TABLE OF CONTENTS

I.	INTRODUCTION AND SUMMARY OF FINDINGS.....	1
	Summary of Findings	1
II.	PUBLIC IMPROVEMENT COSTS.....	3
III.	DEVELOPMENT PROJECTIONS.....	14
IV.	DEVELOPMENT IMPACT FEE ANALYSIS.....	17
	Calculation of Applicable Impact Fees.....	17
	Development Feasibility Impacts of Impact Fees.....	26
V.	TAX INCREMENT FINANCING POTENTIAL.....	30
VI.	CONCLUSIONS.....	40

LIST OF TABLES AND FIGURES

Table 1:	Public Facilities and Infrastructure Improvements	4
Table 2:	Allocation of Public Facilities and Infrastructure Improvements— Percentages	8
Table 3:	Allocation of Public Facilities and Infrastructure Improvements— Dollar Amounts	10
Table 4:	Allocation of Improvement Costs by Purpose and Geography through Time	12
Table 5:	Development Absorption Projections by Time Period	16
Table 6:	Transportation Development Impact Fee Estimate	19
Table 7:	Transportation Development Impact Fee Projections through Time	20
Table 8:	Traffic Signal Development Impact Fee Estimate	22
Table 9:	Traffic Signal Fee Projections through Time	23
Table 10:	Parks Acquisition and Development Impact Fee Estimate	24
Table 11:	Parks Acquisition and Development Fee Projections through Time.....	25
Table 12:	Total Combined Development Impact Fee Projections through Time	27
Table 13:	Feasibility Impacts of Estimated Development Impact Fees	28
Table 14:	Projected Tax Increment Available for Urban Core Projects through Time	32
Table 15:	Improvement Costs vs. Projected Tax Increment and Impact Fees through Time	35
Table 16:	Projected Tax Increment Bonding Capacity by Year	36
Table 17:	Projected Tax Increment and Bonding Capacity Available for Urban Core Projects through Time.....	37
Table 18:	Required Tax Increment Bond and Debt Service to Cover Years 5-10 Shortfall.....	38
Figure 1:	City of Chula Vista Redevelopment Project Areas	31

I. INTRODUCTION AND SUMMARY OF FINDINGS

Economic & Planning Systems (EPS) and McGill Martin Self (MMS) have been retained by the City of Chula Vista to prepare a Facilities Implementation Analysis (FIA) for the Urban Core Specific Plan. The FIA involves the following analyses:

1. Cost estimates, definitions of purpose, and allocation of geographic areas of benefit for the public improvements called for in the Specific Plan;
2. Projections of development in the Urban Core Specific Plan area over the next several decades;
3. Identification of public improvements that may be funded through nexus-based development impact fee programs;
4. Identification of any temporary and overall funding deficits attributable to shortfalls in fee revenues versus the costs of improvements;
5. Evaluation of the impacts of such fees on the feasibility of new development;
6. Discussion of the availability and applicability of alternative funding mechanisms, including redevelopment tax increment;
7. Revenue estimates for the tax increment likely to be generated through redevelopment in the Urban Core.

This analysis is intended to provide the decision-makers of the City of Chula Vista with an understanding of the purposes of various improvements, the extent to which the development in the Urban Core is likely to support the required costs of those improvements, and the various mechanisms through which those funds could be generated. This knowledge will be critical in prioritizing the public infrastructure and facility investments in various locations and at various times.

SUMMARY OF FINDINGS

This analysis has led to the following conclusions:

1. The public improvements called for in the Urban Core Specific Plan are estimated to cost a total of \$135 million in today's dollars. These improvements include projects for transportation, traffic signalization, transit, and public spaces (parks and plazas).
2. A limited group of these public improvements are required to provide new capacity for development expected to occur in the Urban Core. The remaining improvements are required to address existing deficiencies and/or aesthetic

improvements in the Urban Core, and may have wider areas of benefit, including the Bayfront, Western Chula Vista, or the entire City.

3. Based on the findings and projections of market research, it is estimated that roughly 3,600 housing units, 259,000 square feet of retail, 1.1 million square feet of office space, and 650,000 square feet of hotel/motel will be developed in the Urban Core Specific Plan area through the year 2030. Full buildout of the Urban Core's expected future development—an additional 3,500 housing units and 200,000 square feet of office—may not occur for several additional decades.
4. The imposition of development impact fees in the Urban Core based only on those improvements required to mitigate the demands from new development would result in Transportation and Traffic Signal fees that are below the current levels being levied in Chula Vista. The Parks Acquisition and Development (PAD) fee calculated for the Urban Core would be slightly higher than the PAD fees currently applicable in Western Chula Vista, but well below the current levels in the Eastern Territories.
5. The impact fee revenues would not cover the full costs of improvements as detailed in the Specific Plan, and are also expected to lag behind the desired pace of improvements, which are heavily concentrated in the "5-10 year" timeframe. In sum, the impact fees calculated herein would be expected to cover roughly half of the total costs of improvements included in the Specific Plan.
6. The impact fees, as calculated for the Urban Core, would not materially affect the feasibility of desired residential or commercial development.
7. The development and continued value escalation of Redevelopment Project Area parcels within Western Chula Vista is projected to yield a total of nearly \$200 million (present value) in tax increment through the year 2036. This does not include or assume any increase in revenue related to development proposals currently being discussed for the Bayfront area.
8. If impact fees are levied in the Urban Core as calculated in this document, only about \$67 million or 35 percent of the tax increment would be required to fund other improvements not covered by the impact fees, leaving roughly \$127 million (present value) for other projects within western Chula Vista redevelopment areas.
9. Alternative funding sources such as regional or intergovernmental grants, Capital Improvements Program funds, developer exactions, and land-secured financing (Mello-Roos districts) may also be appropriate and attainable for certain improvements, thereby lowering the financial burden on the desired Urban Core development and allowing more tax increment funds to be used for other priorities in the City.

II. PUBLIC IMPROVEMENT COSTS

The Urban Core Specific Plan identifies a variety of public facilities for which this implementation analysis has been prepared. Some of these facilities are required to provide capacity for new residents, workers, and visitors to the Urban Core. Examples include intersection and roadway improvements, park improvements, etc. Other public facilities in the Specific Plan serve users beyond the Urban Core, such as the interchange and transit improvements that will be used by Bayfront and Eastern Chula Vista populations as well as those in Urban Core.

City staff, MMS, and EPS have established the list and estimated the costs of public improvements associated with the Urban Core Specific Plan, as shown on **Table 1**. The costs for these improvements have been estimated with contingencies included, and have been verified as reasonably conservative by City engineering staff. As shown, it is estimated that the total costs of public improvements for the Urban Core Specific Plan will total roughly \$135 million, in today's dollars.

The list of improvements has been segregated into four categories: transportation improvements, traffic signals, transit improvements, and public spaces. This categorization is helpful in estimating the levels of impact fees that would be required to provide such improvements, and comparing those fees to the existing fees imposed in the City of Chula Vista.

As **Table 1** shows, the majority of the public improvement costs are categorized as transportation improvements. These include freeway interchange improvements, street widenings, added turn lanes, roadway restriping, etc. Sidewalk and crosswalk improvements are also shown in this category, as these improvements would be most efficiently constructed during the improvement of the streets.

Public spaces comprise the second largest category of costs. **Table 1** shows that three major park improvements would be required under the Specific Plan—Lower Sweetwater Park, Memorial Park, and Promenade Park. The costs of acquiring land and developing park features are included in these cost estimates. In addition, numerous plazas are envisioned throughout the Urban Core. These plazas would provide a different type of public space than would a traditional park, but are similar in providing public access to places for congregation and recreation.

EPS has assumed that the public space acquisitions and improvements generally would be phased according to the demands created by residential development in the Urban Core, but in fact may occur more opportunistically as parcels are available. Also, it is important to note that the park improvements (excluding the plazas) sum to roughly 33 to 40 acres. This amount may not be adequate for all of the residential development ultimately envisioned by the Specific Plan, but the total demand is assumed to be met in combination with proposed plazas in the Urban Core and parks in the Bayfront area.

Table 1
Public Facilities and Infrastructure Improvements
Urban Core Specific Plan Facilities Implementation Analysis; EPS #15001

Improvements	Comments	Total Cost	Time Frame	Description/ Comments
TRANSPORTATION IMPROVEMENTS				
Bay Blvd/I-5 SB Ramp/E Street	Restripe At Ramp	\$10,000	0-5 years	Add EB, SB and NB right-turn lanes
F Street Improvements (I-5 to Fourth Ave.)	48 feet wide, Includes Class I or II Bike Lane	\$6,056,000	0-5 years	
F Street Sidewalk Improvements (I-5 to Fourth Ave.)	sidewalk lighting	\$3,813,000	0-5 years	Standard paving of 16' wide incl. landscaping, tree wells and furniture/lighting?
	Add protective plus permissive phasing, add a 12' wide westbound right turn lane 120' in length included in CIP			
Fifth Ave/H Street Change Approach		\$74,000	0-5 years	Change NB/SB approaches
Fourth Ave/H Street Add Lane		\$74,000	0-5 years	Add EB/WB right-turn lane
Fourth Ave/SR-54 EB Ramp Add Lane		\$74,000	0-5 years	Add EB right-turn lane
I-5 NB Ramp/E Street Add Lane & LRT	Coordinate with CalTrans, Only Restripe	\$10,000	0-5 years	Add lane and LRT grade separation
I-5 NB Ramp/H Street Add Lanes/LRT/Restripe	Coordinate with CalTrans, Only Restripe	\$10,000	0-5 years	Add lanes, LRT grade separation & restripe
I-5 SB Ramp/H Street Add Lanes	Coordinate with CalTrans, Only Restripe	\$10,000	0-5 years	Add SB left, EB thru and right turn lanes
Third Ave/E Street Convert Lanes	Right Turn lanes, striping	\$10,000	0-5 years	Convert to exclusive right-turn lanes
Third Ave/F Street Convert Lanes	Right Turn lanes, striping	\$10,000	0-5 years	Convert to exclusive right-turn lanes
Third Ave/G Street Convert Lanes	Right Turn lanes, striping	\$10,000	0-5 years	Convert to exclusive right-turn lanes
Third Avenue Crosswalk Paving (Village District)	Includes 8 crosswalks at intersections	\$550,000	0-5 years	Crosswalk special paving along Third Ave
	Assume Special Paving between 14 to 38' wide (depends on diagonal parking)' Sidewalk monolithic curb and gutter, driveways and sidewalk lighting.			
Third Avenue Sidewalk Improvements		\$1,744,000	0-5 years	16' wide improvements incl. landscaping, furniture, tree wells, and lighting
				38' wide improvements at mid-block crossings incl. landscaping, furniture, tree wells, and lighting
Third Avenue Midblock Improvements (5 @ 50' LF each)	Midblock Crossings and enhanced sidewalk	\$954,000	0-5 years	
Third Avenue Street Improvements (E to G St.)	Narrow most of Third repave entire road	\$5,014,000	0-5 years	
	Assume Special Paving 9' wide Sidewalk monolithic curb and gutter, driveways, sidewalk lighting			
Broadway Sidewalk Improvements (C to L St.)		\$7,469,000	5-10 years	
Broadway Special Paving-Crosswalks	Assume Stamped Paving 8' wide	\$93,000	5-10 years	Crosswalk special paving at E, F, G, H Streets
	Widen Road 14' New pavement (82' curb to curb with 12' raised median), street lights, lane markings, curb, gutter and drainage			
Broadway Street Improvements (E to F St.)		\$3,066,000	5-10 years	Median & landscaping, lighting, curb-gutter, bike lanes
	New pavement (82' curb to curb with 12' raised median), street lights, lane markings, curb, gutter and drainage			
Broadway Street Improvements (C to E St., F to L St.)		\$15,635,000	5-10 years	Total cost adjusted by \$6M to incl. current TransNet program improvements.
Broadway/SR-54 WB Ramp Restripe	Restripe At Ramp	\$10,000	5-10 years	Restripe into shared left-right lane
	Widen E Street Six Feet 300 feet in length, railroad arms relocate, restripe bridge			
E Street Improvements (I-5 to 300' east of ramp)		\$139,000	5-10 years	
H Street Improvements (I-5 to Broadway)	86' wide, 14' raised median, street lights	\$4,951,000	5-10 years	

Table 1
Public Facilities and Infrastructure Improvements
Urban Core Specific Plan Facilities Implementation Analysis; EPS #15001

Improvements	Comments	Total Cost	Time Frame	Description/ Comments
J Street/I-5 NB Ramp Add Lane	Construction feasibility under review	\$10,000	5-10 years	Add EB left-turn and WB right-turn lane
L Street/Bay Blvd Signal/Add lane	Construction feasibility under review	\$474,000	5-10 years	Add signal, SB left-turn, and NB right-turn
E Street Streetscape Improvements (I-5 to Broadway, 3rd Ave. to 4th Ave.)	Enhanced landscaping, driveways, sidewalk lighting	\$2,211,500	10 + Years	Standard paving 8'-13' incl. landscaping, furniture, tree wells and lighting. Figure shown = 50% of estimate provided due to reduced scope of area to be improved.
H Street Improvements (Broadway to Third)	70' wide, 14' raised median, street lights	\$9,231,000	10 + Years	
H Street Sidewalk Improvements	Assume Special Paving 16' wide Sidewalk monolithic curb and gutter, driveways, sidewalk lighting, need 38' ROW between I-5/Broadway, 8' ROW between Broadway/Third Ave)	\$1,988,000	10 + Years	Does not incl. additional ROW costs.
H Street Special Paving-Crosswalks (I-5 to Third Ave.)	Assume Stamped Paving 8' wide	\$389,000	10 + Years	Crosswalk special paving at Third, Fourth, Fifth, Broadway, Woodlawn & I-5
Woodlawn Ave Sidewalk Improvements (E to H St.)	20' wide standard	\$1,710,000	10 + Years	
Woodlawn Ave Street Improvements (E to G St.)	Include raised median connect to H street	\$4,668,750	10 + Years	Doesn't include land acquisition costs
Subtotal, Transportation		\$70,468,250		
TRAFFIC SIGNAL				
Bay Blvd/I-5 SB Ramp Signal	Coordinate with Caltrans & CCV	\$250,000	5-10 years	Add signal
Broadway/H Street Jumper Lane	Signs, Traffic Signal Modification	\$38,000	5-10 years	Add jumper lane or thru lane
Industrial Blvd/I-5 NB Ramp Signal	Per CCV, CalTrans coordination.	\$250,000	5-10 years	Add signal
Second Ave/D Street All-way Stop	4 Way Stop/ 2 Stop Signs	\$10,000	10 + Years	Convert to all-way stop
Fourth Ave/Brisbane Street Signal Phase	Per CCV add signal head, restripe, reprogram	\$74,000	10 + Years	Add SB right-turn overlap phase to signal
Subtotal, Traffic Signal		\$622,000		
TRANSIT IMPROVEMENTS				
Bus Shelters	Cost per CCV (3 @ 3rd Ave, 4 @ E St., 2 @ Broadway and 6 @ H St.)	\$169,000	5-10 years	At each shuttle stop by shuttle loop service and citywide bus and transit service
Subtotal, Transit Improvements		\$169,000		

Table 1
Public Facilities and Infrastructure Improvements
Urban Core Specific Plan Facilities Implementation Analysis; EPS #15001

Improvements	Comments	Total Cost	Time Frame	Description/ Comments
PUBLIC SPACES				
Parks				
Lower Sweetwater Park & Improvements	(UCSP Est.) 15-20 ac	\$30,000,000	5-10 years	
Memorial Park Annex & Park Improvements	(UCSP Est.) 3-5 ac	\$7,500,000	10 + Years	
Promenade Park & Improvements (West of Broadway between E & H St.)	(UCSP Est.) 15 ac	\$22,000,000	10 + Years	
	Subtotal, Parks	\$59,500,000		
Plazas				
3rd Ave/H Street Plaza Improvements		\$350,000	0-5 years	
I-5 & F Street Overcrossing Plaza		\$350,000	0-5 years	
Third Ave & F Street Plaza	Existing	\$350,000	0-5 years	
Third Ave @ Memorial Park Plaza	Existing	\$350,000	0-5 years	
4th Ave/H Street Plaza Improvements		\$350,000	5-10 years	
5th Ave/H Street Plaza Improvements		\$500,000	5-10 years	
Broadway/E Street Plaza & Improvements		\$350,000	5-10 years	
Broadway/H Street Plaza & Improvements		\$350,000	5-10 years	
E St. @ Trolley Station		\$350,000	5-10 years	
H Street @ Chula Vista Center (Mall)		\$350,000	10 + Years	
H Street @ Woodlawn Plaza		\$350,000	10 + Years	
I-5 & E Street Overcrossing Plaza		\$350,000	10 + Years	
I-5 & H Street Overcrossing Plaza		\$350,000	10 + Years	
	Subtotal, Plazas	\$4,700,000		
	Subtotal, All Public Spaces (Parks and Plazas)	\$64,200,000		
TOTAL, ALL PUBLIC FACILITIES AND INFRASTRUCTURE IMPROVEMENTS		\$135,459,250		

Unit costs are expressed in 2005 dollars through the entire spreadsheet and will be subject to change. Numbers are rounded to the thousandths dollar.

Sources: City of Chula Vista; McGill Martin Self; Economic & Planning Systems, Inc.

The costs for transit improvements and traffic signals are fairly minimal in the Urban Core Specific Plan, with each category representing less than \$1 million.

Tables 2 and 3 further define the costs of various improvements according to the purpose of each improvement and the geographical areas of benefit. These distinctions are critical in understanding the nexus between new development in the Urban Core and the need for additional improvements, as well as identifying costs that should be borne by a larger geographic area than just the Urban Core. For example, new development in the Urban Core may not be responsible for fully funding improvements that will substantially benefit new development in the Bayfront area or existing development in the Eastern Territories. EPS has worked with City staff to conceptually allocate the costs for various improvements by purpose and geography. **Table 2** shows these allocations by percentage of costs, while **Table 3** calculates the actual dollars amounts implied by those allocations.

It is important to note that the improvements shown as being the responsibility of the Urban Core to provide new capacity are only those improvements identified as required for mitigation in environmental impact assessments. All other costs are “optional” in the sense that they are not required for environmental mitigation, and thus would not be wholly attributable to new development in the Urban Core. This distinction represents a highly conservative assumption regarding the nexus requirements for impact fees, as it is possible that other improvements intended to serve new Urban Core development may also be eligible for impact fee funding. This present study is not intended to fully document the nexus relationships between development and needed improvements; such analysis would be required separately prior to the adoption of any impact fees unique to the Urban Core.

Table 4 provides an estimate of the improvement costs by category, purpose, and geography in three different time periods—within five years, five to ten years, and ten or more years. This assessment distinguishes those improvements that are most critical to support new development in the near term from those that are likely to be required only as the Urban Core undergoes substantial new development. As **Table 4** shows, most of the costs attributable to the need for added capacity for development in the Urban Core are associated with public spaces. The transportation improvements are largely allocated to Citywide responsibility, as many of the improvements are required or desired to enhance traffic flow and the urban experience on major corridors that serve the entire City rather than just Urban Core populations. Again, the Urban Core is assigned only those transportation improvements identified as being required to mitigate additional traffic associated with new development in the Urban Core—the remaining costs are assumed to be more broadly shared.

It is important to note that several improvements envisioned for the Urban Core area are not included in this analysis, for various reasons. Parking structures for the transit stations and for the Village have not been included as costs in this Urban Core facilities analysis, because they serve a City-wide or even regional population and may be funded through other means. Similarly, the costs of building pedestrian paseos have not been

Table 2
Allocation of Public Facilities and Infrastructure Improvements -- Percentages
Urban Core Specific Plan Facilities Implementation Analysis; EPS #15001

Improvements	Total Cost	Time Frame	% Needed For:		Geographical Responsibility (%)			
			New Capacity	Amenity	Urban Core	Bay-Front	Western C.V.	City-wide
TRANSPORTATION IMPROVEMENTS								
Bay Blvd/I-5 SB Ramp/E Street	\$10,000	0-5 years	100%		67%	33%		
F Street Improvements (I-5 to Fourth Ave.)	\$6,056,000	0-5 years		100%			100%	
F Street Sidewalk Improvements (I-5 to Fourth Ave.)	\$3,813,000	0-5 years		100%			100%	
Fifth Ave/H Street Change Approach	\$74,000	0-5 years	100%		100%			
Fourth Ave/H Street Add Lane	\$74,000	0-5 years	100%		100%			
Fourth Ave/SR-54 EB Ramp Add Lane	\$74,000	0-5 years	100%		100%			
I-5 NB Ramp/E Street Add Lane & LRT	\$10,000	0-5 years	100%		67%	33%		
I-5 NB Ramp/H Street Add Lanes/LRT/Restripe	\$10,000	0-5 years	100%		67%	33%		
I-5 SB Ramp/H Street Add Lanes	\$10,000	0-5 years	100%		67%	33%		
Third Ave/E Street Convert Lanes	\$10,000	0-5 years		100%				100%
Third Ave/F Street Convert Lanes	\$10,000	0-5 years		100%				100%
Third Ave/G Street Convert Lanes	\$10,000	0-5 years		100%				100%
Third Avenue Crosswalk Paving (Village District)	\$550,000	0-5 years		100%				100%
Third Avenue Sidewalk Improvements	\$1,744,000	0-5 years		100%				100%
Third Avenue Midblock Improvements (5 @ 50' LF each)	\$954,000	0-5 years		100%				100%
Third Avenue Street Improvements (E to G St.)	\$5,014,000	0-5 years		100%				100%
Broadway Sidewalk Improvements* (C to L St.)	\$7,469,000	5-10 years		100%				100%
Broadway Special Paving-Crosswalks	\$93,000	5-10 years		100%				100%
Broadway Street Improvements (E to F St.)	\$3,066,000	5-10 years		100%				100%
Broadway Street Improvements (C to E St., F to L St.)	\$15,635,000	5-10 years		100%				100%
Broadway/SR-54 WB Ramp Restripe	\$10,000	5-10 years	100%		100%			
E Street Improvements (I-5 to 300' east of ramp)	\$139,000	5-10 years	100%		67%	33%		
H Street Improvements (I-5 to Broadway)	\$4,951,000	5-10 years	100%		67%	33%		
J Street/I-5 NB Ramp Add Lane	\$10,000	5-10 years	100%		67%	33%		
L Street/Bay Blvd Signal/Add lane	\$474,000	5-10 years	100%		67%	33%		
E Street Streetscape Improvements (I-5 to Broadway, 3rd Ave. to 4th Ave.)	\$2,211,500	10 + Years		100%	50%		50%	
H Street Improvements (Broadway to Third)	\$9,231,000	10 + Years		100%				100%
H Street Sidewalk Improvements	\$1,988,000	10 + Years		100%				100%
H Street Special Paving-Crosswalks (I-5 to Third Ave.)	\$389,000	10 + Years		100%				100%
Woodlawn Ave Sidewalk Improvements (E to H St.)	\$1,710,000	10 + Years		100%	100%			
Woodlawn Ave Street Improvements (E to G St.)	\$4,668,750	10 + Years		100%	100%			
Subtotal, Transportation	\$70,468,250							
TRAFFIC SIGNAL								
Bay Blvd/I-5 SB Ramp Signal	\$250,000	5-10 years	100%		67%	33%		
Broadway/H Street Jumper Lane	\$38,000	5-10 years	100%		100%			
Industrial Blvd/I-5 NB Ramp Signal	\$250,000	5-10 years	100%		67%	33%		
Second Ave/D Street All-way Stop	\$10,000	10 + Years	100%		100%			
Fourth Ave/Brisbane Street Signal Phase	\$74,000	10 + Years	100%		100%			
Subtotal, Traffic Signal	\$622,000							

Table 2
Allocation of Public Facilities and Infrastructure Improvements -- Percentages
Urban Core Specific Plan Facilities Implementation Analysis; EPS #15001

Improvements	Total Cost	Time Frame	% Needed For:		Geographical Responsibility (%)			
			New Capacity	Amenity	Urban Core	Bay-Front	Western C.V.	City-wide
TRANSIT IMPROVEMENTS								
Bus Shelters	\$169,000	5-10 years	100%		100%			
Subtotal, Transit Improvements	\$169,000							
PUBLIC SPACES								
Parks								
Lower Sweetwater Park & Improvements	\$30,000,000	5-10 years	100%		100%			
Memorial Park Annex & Park Improvements	\$7,500,000	10 + Years	100%		100%			
Promenade Park & Improvements (West of Broadway between E & H St.)	\$22,000,000	10 + Years	100%		100%			
Subtotal, Parks	\$59,500,000							
Plazas								
3rd Ave/H Street Plaza Improvements	\$350,000	0-5 years	100%		100%			
I-5 & F Street Overcrossing Plaza	\$350,000	0-5 years	100%		100%			
Third Ave & F Street Plaza	\$350,000	0-5 years	100%		100%			
Third Ave @ Memorial Park Plaza	\$350,000	0-5 years	100%		100%			
4th Ave/H Street Plaza Improvements	\$350,000	5-10 years	100%		100%			
5th Ave/H Street Plaza Improvements	\$500,000	5-10 years	100%		100%			
Broadway/E Street Plaza & Improvements	\$350,000	5-10 years	100%		100%			
Broadway/H Street Plaza & Improvements	\$350,000	5-10 years	100%		100%			
E St. @ Trolley Station	\$350,000	5-10 years	100%		100%			
H Street @ Chula Vista Center (Mall)	\$350,000	10 + Years	100%		100%			
H Street @ Woodlawn Plaza	\$350,000	10 + Years	100%		100%			
I-5 & E Street Overcrossing Plaza	\$350,000	10 + Years	100%		100%			
I-5 & H Street Overcrossing Plaza	\$350,000	10 + Years	100%		100%			
Subtotal, Plazas	\$4,700,000							
Subtotal, All Public Spaces (Parks and Plazas)	\$64,200,000							
TOTAL, ALL PUBLIC FACILITIES AND INFRASTRUCTURE IMPROVEMENTS	\$135,459,250							

Unit costs are expressed in 2005 dollars through the entire spreadsheet and will be subject to change. Numbers are rounded to the thousandths dollar.

Sources: City of Chula Vista; McGill Martin Self; Economic & Planning Systems, Inc.

Table 3
Allocation of Public Facilities and Infrastructure Improvements -- Dollar Amounts
Urban Core Specific Plan Facilities Implementation Analysis; EPS #15001

Improvements	Total Cost	Time Frame	\$ Needed For:		Geographical Responsibility (\$)			
			New Capacity	Amenity	Urban Core	Bay-Front	Western C.V.	City-wide
TRANSPORTATION IMPROVEMENTS								
Bay Blvd/I-5 SB Ramp/E Street	\$10,000	0-5 years	\$10,000	\$0	\$6,700	\$3,300	\$0	\$0
F Street Improvements (I-5 to Fourth Ave.)	\$6,056,000	0-5 years	\$0	\$6,056,000	\$0	\$0	\$6,056,000	\$0
F Street Sidewalk Improvements (I-5 to Fourth Ave.)	\$3,813,000	0-5 years	\$0	\$3,813,000	\$0	\$0	\$3,813,000	\$0
Fifth Ave/H Street Change Approach	\$74,000	0-5 years	\$74,000	\$0	\$74,000	\$0	\$0	\$0
Fourth Ave/H Street Add Lane	\$74,000	0-5 years	\$74,000	\$0	\$74,000	\$0	\$0	\$0
Fourth Ave/SR-54 EB Ramp Add Lane	\$74,000	0-5 years	\$74,000	\$0	\$74,000	\$0	\$0	\$0
I-5 NB Ramp/E Street Add Lane & LRT	\$10,000	0-5 years	\$10,000	\$0	\$6,700	\$3,300	\$0	\$0
I-5 NB Ramp/H Street Add Lanes/LRT/Restripe	\$10,000	0-5 years	\$10,000	\$0	\$6,700	\$3,300	\$0	\$0
I-5 SB Ramp/H Street Add Lanes	\$10,000	0-5 years	\$10,000	\$0	\$6,700	\$3,300	\$0	\$0
Third Ave/E Street Convert Lanes	\$10,000	0-5 years	\$0	\$10,000	\$0	\$0	\$0	\$10,000
Third Ave/F Street Convert Lanes	\$10,000	0-5 years	\$0	\$10,000	\$0	\$0	\$0	\$10,000
Third Ave/G Street Convert Lanes	\$10,000	0-5 years	\$0	\$10,000	\$0	\$0	\$0	\$10,000
Third Avenue Crosswalk Paving (Village District)	\$550,000	0-5 years	\$0	\$550,000	\$0	\$0	\$0	\$550,000
Third Avenue Sidewalk Improvements	\$1,744,000	0-5 years	\$0	\$1,744,000	\$0	\$0	\$0	\$1,744,000
Third Avenue Midblock Improvements (5 @ 50' LF each)	\$954,000	0-5 years	\$0	\$954,000	\$0	\$0	\$0	\$954,000
Third Avenue Street Improvements (E to G St.)	\$5,014,000	0-5 years	\$0	\$5,014,000	\$0	\$0	\$0	\$5,014,000
Broadway Sidewalk Improvements* (C to L St.)	\$7,469,000	5-10 years	\$0	\$7,469,000	\$0	\$0	\$0	\$7,469,000
Broadway Special Paving-Crosswalks	\$93,000	5-10 years	\$0	\$93,000	\$0	\$0	\$0	\$93,000
Broadway Street Improvements (E to F St.)	\$3,066,000	5-10 years	\$0	\$3,066,000	\$0	\$0	\$0	\$3,066,000
Broadway Street Improvements (C to E St., F to L St.)	\$15,635,000	5-10 years	\$0	\$15,635,000	\$0	\$0	\$0	\$15,635,000
Broadway/SR-54 WB Ramp Restripe	\$10,000	5-10 years	\$10,000	\$0	\$10,000	\$0	\$0	\$0
E Street Improvements (I-5 to 300' east of ramp)	\$139,000	5-10 years	\$139,000	\$0	\$93,130	\$45,870	\$0	\$0
H Street Improvements (I-5 to Broadway)	\$4,951,000	5-10 years	\$4,951,000	\$0	\$3,317,170	\$1,633,830	\$0	\$0
J Street/I-5 NB Ramp Add Lane	\$10,000	5-10 years	\$10,000	\$0	\$6,700	\$3,300	\$0	\$0
L Street/Bay Blvd Signal/Add lane	\$474,000	5-10 years	\$474,000	\$0	\$317,580	\$156,420	\$0	\$0
E Street Streetscape Improvements (I-5 to Broadway, 3rd Ave. to 4th Ave.)	\$2,211,500	10 + Years	\$0	\$2,211,500	\$1,105,750	\$0	\$1,105,750	\$0
H Street Improvements (Broadway to Third)	\$9,231,000	10 + Years	\$0	\$9,231,000	\$0	\$0	\$0	\$9,231,000
H Street Sidewalk Improvements	\$1,988,000	10 + Years	\$0	\$1,988,000	\$0	\$0	\$0	\$1,988,000
H Street Special Paving-Crosswalks (I-5 to Third Ave.)	\$389,000	10 + Years	\$0	\$389,000	\$0	\$0	\$0	\$389,000
Woodlawn Ave Sidewalk Improvements (E to H St.)	\$1,710,000	10 + Years	\$0	\$1,710,000	\$1,710,000	\$0	\$0	\$0
Woodlawn Ave Street Improvements (E to G St.)	\$4,668,750	10 + Years	\$0	\$4,668,750	\$4,668,750	\$0	\$0	\$0
Subtotal, Transportation	\$70,468,250		\$5,846,000	\$64,622,250	\$11,477,880	\$1,852,620	\$10,974,750	\$46,163,000
TRAFFIC SIGNAL								
Bay Blvd/I-5 SB Ramp Signal	\$250,000	5-10 years	\$250,000	\$0	\$167,500	\$82,500	\$0	\$0
Broadway/H Street Jumper Lane	\$38,000	5-10 years	\$38,000	\$0	\$38,000	\$0	\$0	\$0
Industrial Blvd/I-5 NB Ramp Signal	\$250,000	5-10 years	\$250,000	\$0	\$167,500	\$82,500	\$0	\$0
Second Ave/D Street All-way Stop	\$10,000	10 + Years	\$10,000	\$0	\$10,000	\$0	\$0	\$0
Fourth Ave/Brisbane Street Signal Phase	\$74,000	10 + Years	\$74,000	\$0	\$74,000	\$0	\$0	\$0
Subtotal, Traffic Signal	\$622,000		\$622,000	\$0	\$457,000	\$165,000	\$0	\$0

Table 3
Allocation of Public Facilities and Infrastructure Improvements -- Dollar Amounts
Urban Core Specific Plan Facilities Implementation Analysis; EPS #15001

Improvements	Total Cost	Time Frame	\$ Needed For:		Geographical Responsibility (\$)			
			New Capacity	Amenity	Urban Core	Bay-Front	Western C.V.	City-wide
TRANSIT IMPROVEMENTS								
Bus Shelters	\$169,000	5-10 years	\$0	\$169,000	\$0	\$0	\$0	\$169,000
Subtotal, Transit Improvements	\$169,000		\$0	\$169,000	\$0	\$0	\$0	\$169,000
PUBLIC SPACES								
Parks								
Lower Sweetwater Park & Improvements	\$30,000,000	5-10 years	\$30,000,000	\$0	\$30,000,000	\$0	\$0	\$0
Memorial Park Annex & Park Improvements	\$7,500,000	10 + Years	\$7,500,000	\$0	\$7,500,000	\$0	\$0	\$0
Promenade Park & Improvements (West of Broadway between E & H St.)	\$22,000,000	10 + Years	\$22,000,000	\$0	\$22,000,000	\$0	\$0	\$0
Subtotal, Parks	\$59,500,000		\$59,500,000	\$0	\$59,500,000	\$0	\$0	\$0
Plazas								
3rd Ave/H Street Plaza Improvements	\$350,000	0-5 years	\$350,000	\$0	\$350,000	\$0	\$0	\$0
I-5 & F Street Overcrossing Plaza	\$350,000	0-5 years	\$350,000	\$0	\$350,000	\$0	\$0	\$0
Third Ave & F Street Plaza	\$350,000	0-5 years	\$350,000	\$0	\$350,000	\$0	\$0	\$0
Third Ave @ Memorial Park Plaza	\$350,000	0-5 years	\$350,000	\$0	\$350,000	\$0	\$0	\$0
4th Ave/H Street Plaza Improvements	\$350,000	5-10 years	\$350,000	\$0	\$350,000	\$0	\$0	\$0
5th Ave/H Street Plaza Improvements	\$500,000	5-10 years	\$500,000	\$0	\$500,000	\$0	\$0	\$0
Broadway/E Street Plaza & Improvements	\$350,000	5-10 years	\$350,000	\$0	\$350,000	\$0	\$0	\$0
Broadway/H Street Plaza & Improvements	\$350,000	5-10 years	\$350,000	\$0	\$350,000	\$0	\$0	\$0
E St. @ Trolley Station	\$350,000	5-10 years	\$350,000	\$0	\$350,000	\$0	\$0	\$0
H Street @ Chula Vista Center (Mall)	\$350,000	10 + Years	\$350,000	\$0	\$350,000	\$0	\$0	\$0
H Street @ Woodlawn Plaza	\$350,000	10 + Years	\$350,000	\$0	\$350,000	\$0	\$0	\$0
I-5 & E Street Overcrossing Plaza	\$350,000	10 + Years	\$350,000	\$0	\$350,000	\$0	\$0	\$0
I-5 & H Street Overcrossing Plaza	\$350,000	10 + Years	\$350,000	\$0	\$350,000	\$0	\$0	\$0
Subtotal, Plazas	\$4,700,000		\$4,700,000	\$0	\$4,700,000	\$0	\$0	\$0
Subtotal, All Public Spaces (Parks and Plazas)	\$64,200,000		\$64,200,000	\$0	\$64,200,000	\$0	\$0	\$0
TOTAL, ALL PUBLIC FACILITIES AND INFRASTRUCTURE IMPROVEMENTS								

Unit costs are expressed in 2005 dollars through the entire spreadsheet and will be subject to change. Numbers are rounded to the thousandths dollar.

Sources: City of Chula Vista; McGill Martin Self; Economic & Planning Systems, Inc.

Table 4
Allocation of Improvement Costs by Purpose and Geography through Time
Urban Core Specific Plan Facilities Implementation Analysis; EPS #15001

Improvement Category	Geography	0-5 years	5-10 years	10+ years	Total
Transportation Costs					
<i>New Capacity</i>					
	Urban Core	\$248,800	\$3,744,580	\$0	\$3,993,380
	<u>Bayfront</u>	<u>\$13,200</u>	<u>\$1,839,420</u>	<u>\$0</u>	<u>\$1,852,620</u>
	Total	\$262,000	\$5,584,000	\$0	\$5,846,000
<i>Amenity</i>					
	Urban Core	\$0	\$0	\$7,484,500	\$7,484,500
	Bayfront	\$0	\$0	\$0	\$0
	Western Chula Vista	\$9,869,000	\$0	\$1,105,750	\$10,974,750
	<u>Citywide</u>	<u>\$8,292,000</u>	<u>\$26,263,000</u>	<u>\$11,608,000</u>	<u>\$46,163,000</u>
	Total	\$18,161,000	\$26,263,000	\$20,198,250	\$64,622,250
Traffic Signals					
<i>New Capacity</i>					
	Urban Core	\$0	\$373,000	\$84,000	\$457,000
	<u>Bayfront</u>	<u>\$0</u>	<u>\$165,000</u>	<u>\$0</u>	<u>\$165,000</u>
	Total	\$0	\$538,000	\$84,000	\$622,000
Transit Improvements					
<i>Amenity</i>					
	Urban Core	\$0	\$0	\$0	\$0
	Bayfront	\$0	\$0	\$0	\$0
	Western Chula Vista	\$0	\$0	\$0	\$0
	<u>Citywide</u>	<u>\$0</u>	<u>\$169,000</u>	<u>\$0</u>	<u>\$169,000</u>
	Total	\$0	\$169,000	\$0	\$169,000
Public Spaces					
<i>New Capacity</i>					
	Urban Core	\$1,400,000	\$31,900,000	\$30,900,000	\$64,200,000
Total Improvements					
<i>New Capacity</i>					
	Urban Core	\$1,648,800	\$36,017,580	\$30,984,000	\$68,650,380
	<u>Bayfront</u>	<u>\$13,200</u>	<u>\$2,004,420</u>	<u>\$0</u>	<u>\$2,017,620</u>
	Total	\$1,662,000	\$38,022,000	\$30,984,000	\$70,668,000
<i>Amenity</i>					
	Urban Core	\$0	\$0	\$7,484,500	\$7,484,500
	Bayfront	\$0	\$0	\$0	\$0
	Western Chula Vista	\$9,869,000	\$0	\$1,105,750	\$10,974,750
	<u>Citywide</u>	<u>\$8,292,000</u>	<u>\$26,432,000</u>	<u>\$11,608,000</u>	<u>\$46,332,000</u>
	Total	\$18,161,000	\$26,432,000	\$20,198,250	\$64,791,250

Sources: City of Chula Vista; McGill Martin Self; Economic & Planning Systems, Inc.

included, as it is assumed that private development would be encouraged to construct these as part of their site plans. The costs of wastewater treatment facilities required to serve new development are assumed to be fully funded through existing user fee programs. And finally, the costs for grade crossings at E and H Streets are to be funded through SANDAG as regional transportation improvements that will appropriately rely on a combination of local, state and federal transportation dollars.

III. DEVELOPMENT PROJECTIONS

The Urban Core Specific Plan proposes new zones to implement new development and redevelopment within designated areas consistent with the City's General Plan over the next 20 to 25 years. Because of the current developed condition of the Urban Core, and the unique nature of urban revitalization, the exact extent, timing and sequence of infill development and redevelopment pursuant to the new zones is unpredictable and depends on a variety of factors. These include, but are not limited to, long-term viability associated with recent development; longevity of other existing residential and commercial uses that may not redevelop over the 25 year planning horizon; preservation of significant historic structures; and development costs associated with the acquisition, demolition, and cleanup of urbanized land. To that end, the Specific Plan anticipates the following projected buildout over the life of the plan consistent with the General Plan:

Type of Development	Net New Development Potential in Urban Core at Full Buildout
Multifamily Residential	7,100 units
Retail	1,650,000 square feet
Commercial	1,300,000 square feet
Hotel/Motel	650,000 square feet

Previous analyses generated by Economics Research Associates (ERA) projected the amount of various types of development that are likely to occur during the next several decades. The ERA work, presented in a document entitled *City of Chula Vista Urban Core Specific Plan Market Analysis* (June 2, 2005), indicated the following assumptions could represent an aggressive growth scenario for the Urban Core through 2030:

Development Type	Total Demand through 2030	Average Annual Absorption
Residential	3,639 Units	146 Units
Office	1,122,000 Square Feet	44,880 Square Feet

Note that the ERA study indicated that there would be no net new retail development in the Urban Core, as the report determined that the Urban Core already had as much retail as could be envisioned for the future. Also, the ERA report did not attempt to estimate demand and absorption for hotel/motel space.

To estimate the total new development in the Urban Core over the next several decades, EPS has used the ERA absorption projections for residential and office space, shown above, and created new projections for retail and hotel/motel uses. The retail projections are based on the amount of retail square footage envisioned in development projects currently proposed or in various stages of the development pipeline. These retail square footage figures were provided by City staff. EPS's hotel/motel projections assume that lodging development will be fully built out by 2030, because of high demand in the Urban Core as the developments and amenities envisioned for the Bayfront are completed.

In sum, EPS has assembled the development projections for the Urban Core Specific Plan Area shown on **Table 5**. These figures are applied to the various analyses that follow in the next Chapter of this Report.

Table 5
Development Absorption Projections by Time Period
Urban Core Specific Plan Facilities Implementation Analysis; EPS #15001

Land Use Category	Absorption Projections by Time Period				Total
	0-5 years	5-10 years	10-25 years	>25 Years	
Residential Units	730	730	2,179	3,461	7,100
Retail Square Feet (1)	234,000	25,000	0	0	259,000
Office Square Feet	224,400	224,400	673,200	178,000	1,300,000
Hotel/Motel Square Feet	130,000	130,000	390,000	0	650,000

(1) Total retail absorption is well below capacity created in the Specific Plan, corresponding to ERA's market analysis findings. Only retail square footage included in currently proposed projects is assumed to be built in Urban Core.

Sources: City of Chula Vista; Economics Research Associates; Economic & Planning Systems, Inc.

IV. DEVELOPMENT IMPACT FEE ANALYSIS

Enabled by AB 1600, development impact fees are required to establish the “nexus” or quantitative relationship between new development’s demands on infrastructure, and the costs to provide capacity to meet those demands. Jurisdictions may not charge development impact fees that exceed the nexus-based costs attributable to new development. While this Facilities Implementation Analysis is not intended to establish the nexus for development impact fees at the level of engineering detail required for a legally defensible ordinance, it provides an estimate of the levels of fees that could be charged to new development in accordance with nexus principles, and evaluates the effects that such added costs may have on the feasibility of the types of development desired in the Urban Core.

This analysis calculates what fees might be charged by impact type, based on the development projected for the Urban Core Specific Plan alone, as a test of the feasibility of the plan. For reference, the discussion refers to transportation development impact fees (“TransDIF”), the Park Acquisition and Development Fee (“PAD”), and other terms generally used in Chula Vista based on existing fee programs. However, this analysis is restricted to the public improvement projects of the Urban Core Specific Plan and the developments projected to take place within that plan area. It is not expected that the City would establish a separate fee structure within this limited geography. Thus, at such time as a TransDIF is established for this area, or future adjustments are made to the PAD fees, those fees may vary significantly from the estimates contained in this report.

CALCULATION OF APPLICABLE IMPACT FEES

As discussed in Chapter II, the public facilities included in the Urban Core Specific Plan can be aggregated into only a few categories:

- Transportation Improvements—street widening, turning lanes, sidewalks and crosswalks, etc.
- Traffic Signals—lights, stop signs, phasing, etc.
- Transit Improvements—bus shelters
- Public Spaces—acquisition and development of parks and plazas

Of these categories, it is clear that the costs for certain transportation improvements, traffic signals, and public spaces would be eligible for funding through development impact fees, as they are demonstrably related to new development and impact fees currently exist for these purposes. Transit improvements are not as definitively related to new development in the Urban Core, as they may represent expanded services that serve the whole City or region, rather than just the residents, workers, and visitors of the Urban Core.

TRANSPORTATION IMPROVEMENTS

Certain transportation improvements are required to provide additional capacity on the existing roadway network, so that the vehicular traffic added from residents, workers, and visitors of the Urban Core will not cause congestion that causes health or safety problems. The City currently imposes a Transportation Development Impact Fee (TransDIF) on development in the Eastern Territories, and has proposed a similar fee to be applied throughout the City. The TransDIF in the Eastern Territories was structured for “greenfield” development, and in some cases is applied on a per-acre basis that does not reflect the conditions of the Urban Core, where redevelopment and higher density uses will be more prevalent than development on vacant land, and per-acre densities and mixes of uses will be more variable.

Transportation improvements are typically allocated to development based on trip generation—the number of vehicular trips that various types of development are likely to generate on the local road network. Trip generation varies by the type of development (residential, retail, office, etc.) and the context of the development (pedestrian-oriented mixed-use area vs. auto-oriented area). **Table 6** shows trip generation assumptions and calculations for the Urban Core Specific Plan at full buildout. As shown, it is projected that development in the Urban Core will generate over 100,000 daily vehicular trips at buildout, with residential development being responsible for the largest proportion of these trips.

Table 6 also applies the trip generation calculations to the costs for transportation improvements attributable to new development in the Urban Core, and calculates the fees that may be applicable to each type of development. As the table also illustrates, the calculated TransDIF’s for all land uses in the Urban Core are substantially lower than those fees currently applied to new development in Eastern Chula Vista.

It is important to note that the costs used to calculate these TransDIF estimates do not include 100 percent of the projected costs of transportation improvements, as a large portion of those costs is required to address existing operational and aesthetic deficiencies and/or are assumed to be shared with development elsewhere in the City.

Table 7 compares the projected timing of TransDIF funding from new development in the Urban Core to the expected timing of various improvement costs. As shown, a disproportionate amount of improvement costs are shown to be desired in the five- to ten-year timeframe, creating a deficit in that period. In such instances, either projects would need to be deferred until more TransDIF funding is available from new development, or an alternative funding source would need to be utilized, which could then be back-filled with TransDIF funds as the development occurs in subsequent years.

Table 6
Transportation Development Impact Fee Estimate
Urban Core Specific Plan Facilities Implementation Analysis; EPS #15001

Activity Type	Traffic Signal Fee (1) Land Use Classification	Estimated Percent of Net New Development by Activity	Total New Development at Buildout (Units of Sq. Ft.)	Trip Generation per Day	Total Trips/ Day	Percent of Total Trips	Proportionate Share of Total Costs	Potential Fee per Unit or Sq. Ft.	Range of Proposed or Existing Fees (2)
Residential	Condo/Duplex	60%	4,260	8/DU	34,080	31.7%	\$1,265,887	\$297	\$4,020 - \$6,030/Unit
	<u>Apartments</u>	<u>40%</u>	<u>2,840</u>	<u>6/DU</u>	<u>17,040</u>	<u>15.8%</u>	<u>\$632,943</u>	\$223	
	Total/Average	100%	7,100		51,120	47.5%	\$1,898,830	\$267	
Retail	Commercial/Retail Center	50%	129,500	40/1000 SF	5,180	4.8%	\$192,409	\$1.49	\$5.08 - \$12.30/SF
	Community Shopping Center	40%	103,600	80/1000 SF	8,288	7.7%	\$307,854	\$2.97	
	<u>Restaurant/Lounge</u>	<u>10%</u>	<u>25,900</u>	<u>160/1000 SF</u>	<u>4,144</u>	<u>3.9%</u>	<u>\$153,927</u>	\$5.94	
	Total/Average	100%	259,000		17,612	16.4%	\$654,190	\$2.53	
Office	Commercial office building <100,000 SF	30%	390,000	20/1000 SF	7,800	7.3%	\$289,728	\$0.74	\$2.08 - \$8.04/SF
	Commercial office building >100,000 SF	50%	650,000	17/1000 SF	11,050	10.3%	\$410,447	\$0.63	
	Corporate office building (single user)	10%	130,000	14/1000 SF	1,820	1.7%	\$67,603	\$0.52	
	<u>Medical/dental building</u>	<u>10%</u>	<u>130,000</u>	<u>50/1000 SF</u>	<u>6,500</u>	<u>6.0%</u>	<u>\$241,440</u>	\$1.86	
	Total/Average	100%	1,300,000		27,170	25.3%	\$1,009,218	\$0.78	
Hotel/Motel	Hotel w/ convention & restaurant (3)	50%	325,000	10/Room	6,109	5.7%	\$226,917	\$0.70	\$3.23 - \$8.04/SF
	<u>Motel (2)</u>	<u>50%</u>	<u>325,000</u>	<u>9/Room</u>	<u>5,498</u>	<u>5.1%</u>	<u>\$204,225</u>	\$0.63	
	Total/Average	100%	650,000		11,607	10.8%	\$431,142	\$0.66	
Total					107,509	100%	\$3,993,380		

(1) Traffic Signal Fee assumptions are used because they explicitly state the trip generation factors necessary to allocate costs.

(2) For residential, proposed fees provided by City staff. For non-residential, EPS estimated fees based on Eastern Territories fees (applied on per-acre basis), adjusted for likely densities of development in Urban Core.

(3) Assumes hotels/motels at 532 average gross square feet per room.

Sources: City of Chula Vista; McGill Martin Self; Economic & Planning Systems, Inc.

Table 7
Transportation Development Impact Fee Projections through Time
Urban Core Specific Plan Facilities Implementation Analysis; EPS #15001

Activity Type	Traffic Signal Fee (1) Land Use Classification	Estimated TransDIF	0-5 years		5-10 years		10+ years		Total	
			Units/SF	Fees	Units/SF	Fees	Units/SF	Fees	Units/SF	Fees
Residential	Condo/Duplex	\$297	438	\$130,155	438	\$130,155	3,384	\$1,005,578	4,260	\$1,265,887
	Apartments	<u>\$223</u>	<u>292</u>	<u>\$65,077</u>	<u>292</u>	<u>\$65,077</u>	<u>2,256</u>	<u>\$502,789</u>	<u>2,840</u>	<u>\$632,943</u>
	Total/Average	\$267	730	\$195,232	730	\$195,232	5,640	\$1,508,366	7,100	\$1,898,830
Retail	Commercial/Retail Center	\$1.49	117,000	\$173,837	12,500	\$18,572	0	\$0	129,500	\$192,409
	Community Shopping Center	\$2.97	93,600	\$278,138	10,000	\$29,716	0	\$0	103,600	\$307,854
	<u>Restaurant/Lounge</u>	<u>\$5.94</u>	<u>23,400</u>	<u>\$139,069</u>	<u>2,500</u>	<u>\$14,858</u>	<u>0</u>	<u>\$0</u>	<u>25,900</u>	<u>\$153,927</u>
	Total/Average	\$2.53	234,000	\$591,044	25,000	\$63,146	0	\$0	259,000	\$654,190
Office	Commercial office building <100,000 SF	\$0.74	67,320	\$50,011	67,320	\$50,011	255,360	\$189,705	390,000	\$289,728
	Commercial office building >100,000 SF	\$0.63	112,200	\$70,850	112,200	\$70,850	425,600	\$268,748	650,000	\$410,447
	Corporate office building (single user)	\$0.52	22,440	\$11,669	22,440	\$11,669	85,120	\$44,264	130,000	\$67,603
	<u>Medical/dental building</u>	<u>\$1.86</u>	<u>22,440</u>	<u>\$41,676</u>	<u>22,440</u>	<u>\$41,676</u>	<u>85,120</u>	<u>\$158,087</u>	<u>130,000</u>	<u>\$241,440</u>
	Total/Average	\$0.78	224,400	\$174,207	224,400	\$174,207	851,200	\$660,805	1,300,000	\$1,009,218
Hotel/Motel	Hotel w/ convention & restaurant (2)	\$0.70	65,000	\$45,383	65,000	\$45,383	195,000	\$136,150	325,000	\$226,917
	<u>Motel (3)</u>	<u>\$0.63</u>	<u>65,000</u>	<u>\$40,845</u>	<u>65,000</u>	<u>\$40,845</u>	<u>195,000</u>	<u>\$122,535</u>	<u>325,000</u>	<u>\$204,225</u>
	Total/Average	\$0.66	130,000	\$86,228	130,000	\$86,228	390,000	\$258,685	650,000	\$431,142
Total TransDIF Fees				\$1,046,711		\$518,813		\$2,427,856		\$3,993,380
Total Costs Eligible for TransDIF (Urban Core Only)				\$248,800		\$3,744,580		\$0		\$3,993,380
TransDIF Surplus/(Deficit) in each Period				\$797,911		(\$3,225,767)		\$2,427,856		\$0

(1) Traffic Signal Fee assumptions are used because they explicitly state the trip generation factors necessary to allocate costs.

(2) Assumes hotels at 650 gross square feet per room

(3) Assumes motels at 450 gross square feet per room

Sources: City of Chula Vista; McGill Martin Self; Economic & Planning Systems, Inc.

TRAFFIC SIGNALS

Traffic signals are required to safely and efficiently manage the flow of the vehicular traffic added from residents, workers, and visitors of the Urban Core. The City currently imposes a Traffic Signal Fee on most development projects throughout the City. The Traffic Signal Fee is allocated to development based on trip generation. **Table 8** applies the trip generation calculations to the costs for traffic signal improvements, and calculates the fees that may be applicable to each type of development.

Table 8 also compares the Traffic Signal Fees as calculated for the Urban Core to those currently applied to new development in Chula Vista. As shown, the projected Traffic Signal Fees for all land uses in the Urban Core are substantially lower than those currently levied by the City.

Table 9 compares the projected timing of Traffic Signal Fee funding from new development in the Urban Core to the expected timing of various improvement costs. As with the TransDIF improvements, a disproportionate amount of traffic signal improvement costs is shown to be desired in the five to ten year timeframe, creating a deficit in that period.

PUBLIC SPACES

Public spaces are also eligible for impact fee funding, as the amount of acreage required for parks and plazas is based on the residential population of an area, and is required to meet or exceed 3.0 acres per 1,000 residents. The City has an existing Park Acquisition and Development (PAD) fee ordinance, which is applied at one price level in the Eastern Territories and another (lower) level in Western Chula Vista. PAD fees are applied only to residential and hotel/motel development—retail and office projects are not currently required to contribute to park acquisition and development costs.

In the City's current PAD fee structure, the fee paid per hotel/motel room is 57.7 percent of the fee paid per residential unit. **Table 10** uses this ratio to allocate the estimated costs of park and plaza improvements included in the Urban Core Specific Plan. **Table 10** also compares the PAD Fees as calculated for the Urban Core to those currently applied to new development in Chula Vista. As shown, the calculated Urban Core fees are somewhat higher than the fees currently imposed in Western Chula Vista, but well below the fees being levied in the City's Eastern Territories.

Table 11 compares the projected timing of PAD funding from new development in the Urban Core to the expected timing of various improvement costs. Once again, a disproportionate amount of improvement costs is shown to be desired in the five- to ten-year timeframe, creating a deficit in that period. If park additions are required in proportion to population increases (3.0 acres per 1,000 population), this timing

Table 8
Traffic Signal Development Impact Fee Estimate
Urban Core Specific Plan Facilities Implementation Analysis; EPS #15001

Activity Type	Traffic Signal Fee Land Use Classification	Percent of Net New Development by Activity	Total New Development at Buildout (Units/Sq. Ft./Rooms)	Trip Generation per Day	Total Trips/ Day	Percent of Total Trips	Proportionate Share of Total Costs	Potential Fee per Unit/Sq. Ft./Room	Currently Applicable Traffic Signal Fee
Residential	Condo/Duplex	60%	4,260	8/DU	34,080	31.7%	\$144,865	\$34.01	\$213.20
	Apartments	40%	<u>2,840</u>	<u>6/DU</u>	<u>17,040</u>	<u>15.8%</u>	<u>\$72,432</u>	\$25.50	<u>\$159.90</u>
	Total/Average	100%	7,100		51,120	47.5%	\$217,297	\$30.61	
Retail	Commercial/Retail Center	50%	129,500	40/1000 SF	5,180	4.8%	\$22,019	\$0.17	\$1.07
	Community Shopping Center	40%	103,600	80/1000 SF	8,288	7.7%	\$35,230	\$0.34	\$2.13
	<u>Restaurant/Lounge</u>	<u>10%</u>	<u>25,900</u>	<u>160/1000 SF</u>	<u>4,144</u>	<u>3.9%</u>	<u>\$17,615</u>	\$0.68	<u>\$4.26</u>
	Total/Average	100%	259,000		17,612	16.4%	\$74,864	\$0.29	
Office	Commercial office building <100,000 SF	30%	390,000	20/1000 SF	7,800	7.3%	\$33,156	\$0.09	\$0.53
	Commercial office building >100,000 SF	50%	650,000	17/1000 SF	11,050	10.3%	\$46,971	\$0.07	\$0.45
	Corporate office building (single user)	10%	130,000	14/1000 SF	1,820	1.7%	\$7,736	\$0.06	\$0.37
	<u>Medical/dental building</u>	<u>10%</u>	<u>130,000</u>	<u>50/1000 SF</u>	<u>6,500</u>	<u>6.0%</u>	<u>\$27,630</u>	\$0.21	<u>\$1.33</u>
	Total/Average	100%	1,300,000		27,170	25.3%	\$115,492	\$0.09	
Hotel/Motel	Hotel w/ convention & restaurant (1)	50%	611	10/Room	6,110	5.7%	\$25,972	\$42.51	\$266.50/Room
	<u>Motel (2)</u>	<u>50%</u>	<u>611</u>	<u>9/Room</u>	<u>5,499</u>	<u>5.1%</u>	<u>\$23,375</u>	\$38.26	<u>\$239.85/Room</u>
	Total/Average	100%	1,222		11,609	10.8%	\$49,347	\$40.38	
Total					107,511	100%	\$457,000		

(1) Assumes hotels at 650 gross square feet per room

(2) Assumes motels at 450 gross square feet per room

Sources: City of Chula Vista; McGill Martin Self; Economic & Planning Systems, Inc.

Table 9
Traffic Signal Fee Projections through Time
Urban Core Specific Plan Facilities Implementation Analysis; EPS #15001

Activity Type	Land Use Classification	Estimated Fee	0-5 years		5-10 years		10+ years		Total	
			Units/SF/ Rooms	Fees	Units/SF/ Rooms	Fees	Units/SF/ Rooms	Fees	Units/SF/ Rooms	Fees
Residential	Condo/Duplex	\$34.01	438	\$14,895	438	\$14,895	3,384	\$115,076	4,260	\$144,865
	<u>Apartments</u>	<u>\$25.50</u>	<u>292</u>	<u>\$7,447</u>	<u>292</u>	<u>\$7,447</u>	<u>2,256</u>	<u>\$57,538</u>	<u>2,840</u>	<u>\$72,432</u>
	Total/Average	\$30.61	730	\$22,342	730	\$22,342	5,640	\$172,614	7,100	\$217,297
Retail	Commercial/Retail Center	\$0.17	117,000	\$19,893	12,500	\$2,125	0	\$0	129,500	\$22,019
	Community Shopping Center	\$0.34	93,600	\$31,829	10,000	\$3,401	0	\$0	103,600	\$35,230
	<u>Restaurant/Lounge</u>	<u>\$0.68</u>	<u>23,400</u>	<u>\$15,915</u>	<u>2,500</u>	<u>\$1,700</u>	<u>0</u>	<u>\$0</u>	<u>25,900</u>	<u>\$17,615</u>
	Total/Average	\$0.29	234,000	\$67,638	25,000	\$7,226	0	\$0	259,000	\$74,864
Office	Commercial office building <100,000 SF	\$0.09	67,320	\$5,723	67,320	\$5,723	255,360	\$21,709	390,000	\$33,156
	Commercial office building >100,000 SF	\$0.07	112,200	\$8,108	112,200	\$8,108	425,600	\$30,755	650,000	\$46,971
	Corporate office building (single user)	\$0.06	22,440	\$1,335	22,440	\$1,335	85,120	\$5,066	130,000	\$7,736
	<u>Medical/dental building</u>	<u>\$0.21</u>	<u>22,440</u>	<u>\$4,769</u>	<u>22,440</u>	<u>\$4,769</u>	<u>85,120</u>	<u>\$18,091</u>	<u>130,000</u>	<u>\$27,630</u>
	Total/Average	\$0.09	224,400	\$19,936	224,400	\$19,936	851,200	\$75,621	1,300,000	\$115,492
Hotel/Motel	Hotel w/ convention & restaurant (1)	\$42.51	122	\$5,194	122	\$5,194	367	\$15,581	611	\$25,968
	<u>Motel (2)</u>	<u>\$38.26</u>	<u>122</u>	<u>\$4,674</u>	<u>122</u>	<u>\$4,674</u>	<u>367</u>	<u>\$14,023</u>	<u>611</u>	<u>\$23,371</u>
	Total/Average	\$40.38	244	\$9,868	244	\$9,868	733	\$29,603	1,222	\$49,339
Total Traffic Signal Fees Projected (rounded)				\$119,800		\$59,400		\$277,800		\$457,000
Total Costs Eligible for Traffic Signal Fees (Urban Core Only)				\$0		\$373,000		\$84,000		\$457,000
Traffic Signal Surplus/(Deficit) in each Period				\$119,800		(\$313,600)		\$193,800		\$0

(1) Assumes hotels at 650 gross square feet per room

(2) Assumes motels at 450 gross square feet per room

Sources: City of Chula Vista; McGill Martin Self; Economic & Planning Systems, Inc.

Table 10
Parks Acquisition and Development Impact Fee Estimate
Urban Core Specific Plan Facilities Implementation Analysis; EPS #15001

Activity Type	Total New Development at Buildout (Units/Rooms)	Proportionate Share of Total Costs	Potential Fee per Unit/Room	Currently Applicable PAD Fee in Western CV	Currently Applicable PAD Fee in Eastern CV
Residential	7,100	\$58,404,955	\$8,226.05	\$6,651.00	\$12,352.00
Hotel/Motel (1)	1,222	\$5,790,086	\$4,738.20	\$3,835.00	\$7,122.00
Total (rounded)		\$64,200,000			

(1) Assumes hotels/motel rooms pay 57.6% of the fees paid by residential units, as in current ordinance, and average 532 gross square feet per room.

Sources: City of Chula Vista; McGill Martin Self; Economic & Planning Systems, Inc.

Table 11
Parks Acquisition and Development Fee Projections through Time
Urban Core Specific Plan Facilities Implementation Analysis; EPS #15001

Activity Type	Estimated Fee	0-5 years		5-10 years		10+ years		Total	
		Units/ Rooms	Fees	Units/ Rooms	Fees (rounded)	Units/ Rooms	Fees (rounded)	Units/ Rooms	Fees (rounded)
Residential	\$8,226.05	730	\$6,010,000	730	\$6,010,000	5,640	\$46,390,000	7,100	\$58,410,000
Hotel/Motel	\$4,738.20	244	\$1,160,000	244	\$1,160,000	733	\$3,470,000	1,222	\$5,790,000
Total PAD Fees Projected			\$7,170,000		\$7,170,000		\$49,860,000		\$64,200,000
Total Costs Eligible for PAD Fees (Urban Core Only)			\$1,400,000		\$31,900,000		\$30,900,000		\$64,200,000
PAD Fee Surplus/(Deficit) in each Period			\$5,770,000		(\$24,730,000)		\$18,960,000		\$0

Sources: City of Chula Vista; McGill Martin Self; Economic & Planning Systems, Inc.

assumption is overly aggressive. The improvement timing assumptions on **Table 1** equate to the addition of 15 to 20 acres of parks (not including additional plaza acreage) within the first ten years – substantially more than the 11 acres that would be required for the new population (assuming 1,460 total units at 2.5 people per unit). From a funding perspective, it may be advisable to delay the acquisition and development of much of this required park land.

COMBINED DEVELOPMENT IMPACT FEES

Table 12 summarizes the total development impact fees calculated herein, and compares them to the total estimated costs of improvements eligible for impact fee funding. Consistent with the findings for each impact fee individually, **Table 12** shows that there is a projected surplus in the first five years, followed by a cumulative deficit in the 5-to10-year period that would then be recouped after 10 years.

DEVELOPMENT FEASIBILITY IMPACTS OF IMPACT FEES

The Urban Core Specific Plan is creating capacity for new development that is desired in an effort to revitalize this important area of Chula Vista. As such, it is important that the development impact fees imposed upon new development not create major hurdles to development feasibility. If the development impact fees are too high, the added costs to satisfy those fee requirements will in turn require higher price points for the development itself (residential values, commercial lease rates, etc.), assuming that other development costs (construction, design, financing, etc.) remain constant. To the extent that the market will not support these higher values or rents, the desired development is not likely to occur.

It is important to note that the City currently levies development impact fees beyond those estimated in this report. Examples include sewerage participation fees and Public Facilities Development Impact Fees (PFDIF). In addition, the Sweetwater Authority water district charges impact fees for water infrastructure. These additional fees have not been included in this analysis because no corresponding infrastructure or facility improvements have been expressly identified in the Urban Core Specific Plan. However, these additional fees will continue to be levied upon new development in the Urban Core, and used to support the growing demand for improvements such as police and fire facilities, libraries, recreational facilities, and water and wastewater infrastructure.

Table 13 compares the total development impact fees that may be imposed by the City to the estimated costs of development of various types. As shown, the combination of development impact fees calculated herein and the PFDIF and sewerage participation fees currently required represents a small fraction of the total costs associated with new development. At the levels calculated in this analysis, it is not expected that the development impact fees would substantially affect the feasibility of development in the

Table 12
Total Combined Development Impact Fee Projections through Time
Urban Core Specific Plan Facilities Implementation Analysis; EPS #15001

Fee Type	0-5 years	5-10 years	10+ years	Total
TransDIF	\$1,046,711	\$518,813	\$2,427,856	\$3,993,380
Traffic Signal Fee	\$119,800	\$59,400	\$277,800	\$457,000
<u>PAD Fee</u>	<u>\$7,170,000</u>	<u>\$7,170,000</u>	<u>\$49,860,000</u>	<u>\$64,200,000</u>
Total Combined Fees Projected	\$8,336,511	\$7,748,213	\$52,565,656	\$68,650,380
 Total Costs Eligible for Fees (Urban Core Only)	 \$1,648,800	 \$36,017,580	 \$30,984,000	 \$68,650,380
 Combined Fee Surplus/(Deficit) in each Period	 \$6,687,711	 (\$28,269,367)	 \$21,581,656	 \$0

Sources: City of Chula Vista; McGill Martin Self; Economic & Planning Systems, Inc.

Table 13
Feasibility Impacts of Estimated Development Impact Fees
Urban Core Specific Plan Facilities Implementation Analysis; EPS #15001

Activity Type	Estimated Development Cost (1)	TransDIF (2)	Traffic Signal Fee	PAD Fee	PFDIF (3)	Sewerage Participation Fee (3)	Total Fees	Fees as % of Costs
Residential (per Unit)								
With Existing Fees	\$300,000	\$4,020.00	\$159.90	\$6,651.00	\$5,109.00	\$2,608.50	\$18,548.40	6.2%
With Newly Calculated Fees	\$300,000	\$267.44	\$30.61	\$8,226.05	\$5,109.00	\$2,608.50	\$16,241.60	5.4%
Retail (per Sq. Ft.)								
With Existing Fees	\$200	\$5.08	\$1.07	\$0.00	\$1.66	\$0.73	\$8.54	4.3%
With Newly Calculated Fees	\$200	\$2.53	\$0.29	\$0.00	\$1.66	\$0.73	\$5.20	2.6%
Office (per Sq. Ft.)								
With Existing Fees	\$275	\$2.08	\$0.37	\$0.00	\$0.33	\$0.73	\$3.51	1.3%
With Newly Calculated Fees	\$275	\$0.78	\$0.09	\$0.00	\$0.33	\$0.73	\$1.93	0.7%
Hotel/Motel (per Sq. Ft.) (4)								
With Existing Fees	\$250	\$3.23	\$0.45	\$7.21	\$0.33	\$3.45	\$14.67	5.9%
With Newly Calculated Fees	\$250	\$0.66	\$0.08	\$8.91	\$0.33	\$3.45	\$13.43	5.4%

(1) Residential cost assumptions based on Mid-Rise Condo costs in Keyser Martson "West Side Residential In-Fill Feasibility Analysis"

(August 30, 2004), increased by 20% to reflect inflation of construction costs. Retail, Office, and Hotel/Motel costs are estimated based on EPS experience on other recent urban development projects. Development costs do not include property acquisition costs.

(2) Existing TransDIF fees are based on EPS extrapolation of fees applied in Eastern Territories, based on assumed density of Urban Core development.

(3) Public Facilities Development Impact Fee (PFDIF) and Sewerage Participation Fee are not assumed to be different than those currently levied on Urban Core development.

(4) Assumes average of 532 gross square feet per room

Sources: Economic & Planning Systems, Inc.

Urban Core. By far, the greater factors will be the achievable price points (sale or lease) for the new development, and the costs of construction and property acquisition.

Furthermore, it is possible that development impact fees levied elsewhere in the City of Chula Vista could be used for some of the improvements listed in the Urban Core Specific Plan. As noted on **Tables 2 through 4**, there are numerous improvements included in the Specific Plan that may have benefits beyond the Urban Core. Impact fees on development in the Bayfront, broader Western Chula Vista, or the entire City could potentially be used to fund some of these additional improvements.

V. TAX INCREMENT FINANCING POTENTIAL

The City has retained Harrell & Company Advisors to provide tax increment projections for each of the Redevelopment Project Areas in Chula Vista. None of these Project Areas conforms perfectly to the boundaries of the Urban Core Specific Plan area. Some parcels in the Urban Core Specific Plan area are located within the Town Center I and Town Center II Project Areas, while others are located within the Amended Project Area, and still others are not located in any Redevelopment Project Area. The boundaries of each Redevelopment Project Area are shown on **Figure 1**.

EPS has worked with City staff and Harrell & Company to estimate the tax increment projections for each Redevelopment Project Area except the Bayfront area. The tax increment projections are based on the following assumptions:

1. Tax increment from projects that are currently in the development pipeline (planned, permitted, or under construction) is estimated based on the specific known attributes of the project (size, price points, timing, etc.). *This analysis does not include assumptions of tax increment from the evolving plans for redevelopment of the Bayfront (Gaylord, housing, etc.).*
2. The tax increment from all other Project Area parcels on which no specific projects are currently proposed is estimated based on an average of 4 percent annual growth in assessed value. This approach deliberately exceeds the 2 percent growth cap required under Proposition 13, as it is expected that many parcels in the Urban Core and the Redevelopment Project Areas will be redeveloped for significantly higher-value uses over the next several decades, and that there will be additional reassessments triggered by the sales of existing properties that do not redevelop. City staff has confirmed that this 4 percent growth assumption is reasonable, given the level of investment expected as well as the assessed value increases associated with ongoing resales of existing properties.
3. Desired improvements in the Urban Core are eligible to be funded using tax increment from any of the Redevelopment Project Areas shown on **Figure 1**. This assumption has been confirmed as accurate and appropriate by the City's Redevelopment Manager.

Table 14 shows the tax increment projections for each of the Redevelopment Project Areas in various time periods. As shown, these areas are expected to generate a total of \$340 million of net tax increment (after housing set-asides, agency pass-throughs, County administrative costs, etc.) through the year 2036, when the last of the Redevelopment Project Areas is scheduled to sunset. However, \$28 million of this combined net tax increment will be used to pay debt service (principal and interest) on bonds issued in 2000. Therefore, the net tax increment that could potentially be available for projects and operations in the Urban Core is estimated at \$312 million.

City of Chula Vista

REDEVELOPMENT PROJECT AREAS

-  BAYFRONT
-  OTAY VALLEY ROAD
-  SOUTHWEST
-  TOWN CENTRE I
-  TOWN CENTRE II
-  ADDED REDEVELOPMENT AREAS

Figure 1

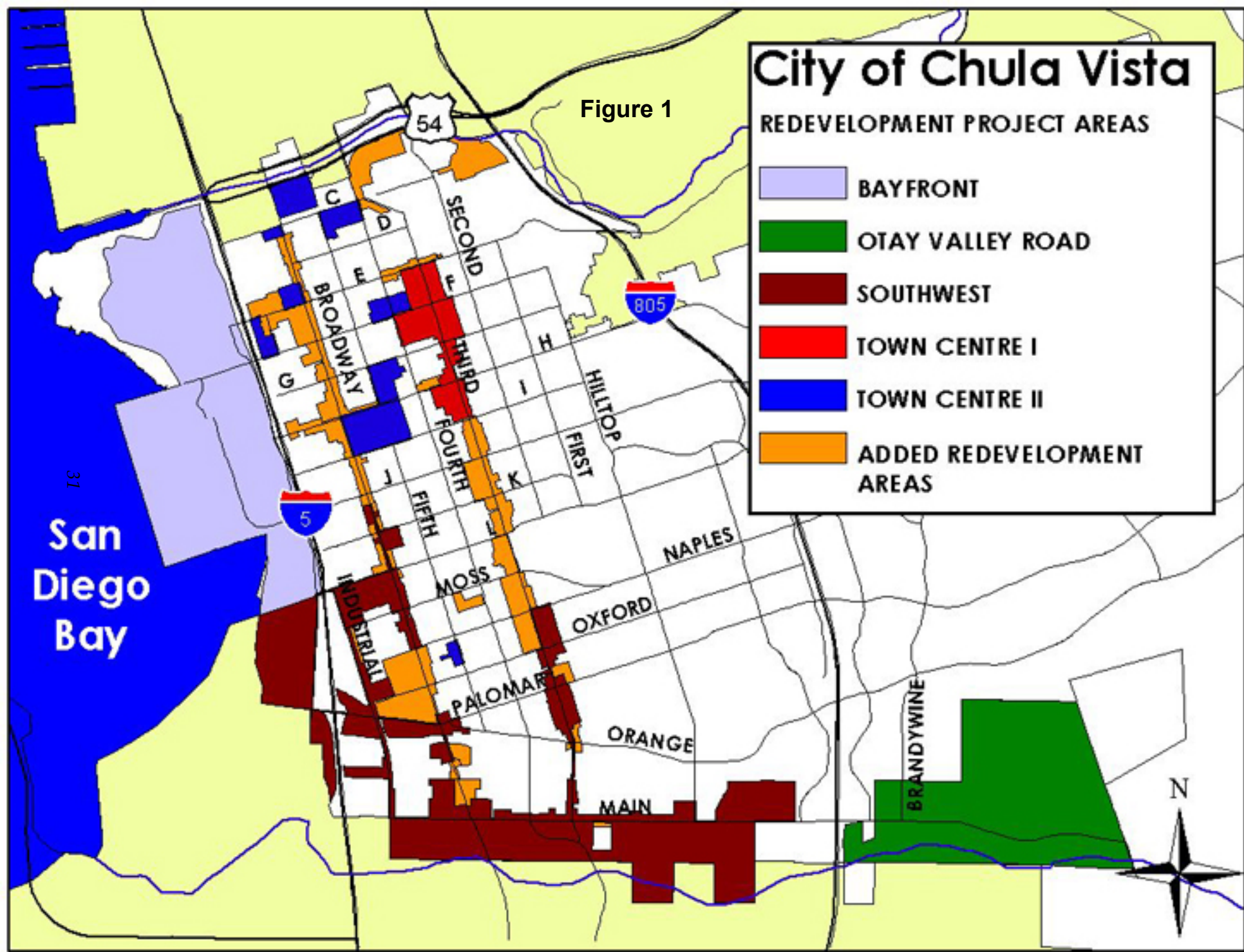


Table 14
Projected Tax Increment Available for Urban Core Projects through Time
Urban Core Specific Plan Facilities Implementation Analysis; EPS #15001

Year	Town Center I	Town Center II	Amended Project Area	Southwest Project Area	Otay Valley Project Area	Total Tax Increment for All Project Areas	Debt Service for 2000 Bonds	Available for Projects and Operations
2006	\$1,325,200	\$910,600	\$231,600	\$980,600	\$1,070,200	\$4,518,200	(\$1,203,083)	\$3,315,117
2007	\$1,366,200	\$939,400	\$334,200	\$1,087,400	\$1,209,600	\$4,936,800	(\$1,201,313)	\$3,735,487
2008	\$1,531,600	\$1,102,800	\$529,600	\$1,256,400	\$1,339,200	\$5,759,600	(\$1,203,898)	\$4,555,702
2009	\$1,894,600	\$1,268,000	\$848,000	\$1,586,400	\$1,375,800	\$6,972,800	(\$1,200,623)	\$5,772,177
2010	\$2,363,400	\$1,438,800	\$1,206,800	\$1,791,400	\$1,413,800	\$8,214,200	(\$1,201,263)	\$7,012,937
2011	\$2,412,800	\$1,611,400	\$1,466,800	\$1,867,200	\$1,452,400	\$8,810,600	(\$1,200,563)	\$7,610,037
2012	\$2,465,200	\$1,790,400	\$1,607,200	\$1,944,400	\$1,493,400	\$9,300,600	(\$1,203,483)	\$8,097,117
2013	\$2,517,000	\$1,837,200	\$1,750,800	\$2,026,200	\$1,536,800	\$9,668,000	(\$1,204,748)	\$8,463,252
2014	\$2,571,800	\$1,885,400	\$1,901,000	\$2,110,200	\$1,580,800	\$10,049,200	(\$1,204,308)	\$8,844,892
2015	\$2,627,800	\$1,585,000	\$2,057,200	\$2,198,200	\$1,613,200	\$10,081,400	(\$1,142,113)	\$8,939,287
2016	\$2,686,800	\$1,620,000	\$2,172,400	\$2,290,400	\$1,647,800	\$10,417,400	(\$1,141,113)	\$9,276,287
2017	\$2,746,000	\$1,655,400	\$2,292,000	\$2,383,800	\$1,685,000	\$10,762,200	(\$1,138,318)	\$9,623,882
2018	\$2,808,200	\$1,691,400	\$2,415,700	\$2,483,000	\$1,723,400	\$11,121,700	(\$1,138,678)	\$9,983,022
2019	\$2,873,200	\$1,727,600	\$2,545,600	\$2,584,200	\$1,762,200	\$11,492,800	(\$1,142,178)	\$10,350,622
2020	\$2,939,200	\$1,764,200	\$2,679,300	\$2,692,000	\$1,802,400	\$11,877,100	(\$1,138,840)	\$10,738,260
2021	\$3,009,000	\$1,802,200	\$2,818,600	\$2,790,600	\$1,845,800	\$12,266,200	(\$1,138,595)	\$11,127,605
2022	\$3,079,000	\$1,844,200	\$2,963,100	\$2,894,000	\$1,889,400	\$12,669,700	(\$1,141,495)	\$11,528,205
2023	\$3,154,400	\$1,884,800	\$3,112,600	\$3,002,800	\$1,934,400	\$13,089,000	(\$1,142,275)	\$11,946,725
2024	\$3,230,600	\$1,926,400	\$3,268,700	\$3,115,000	\$1,982,400	\$13,523,100	(\$1,140,350)	\$12,382,750
2025	\$3,308,800	\$1,971,400	\$3,430,300	\$3,230,800	\$2,031,600	\$13,972,900	(\$1,141,275)	\$12,831,625
2026	\$3,391,400	\$2,016,600	\$3,598,000	\$3,351,600	\$2,082,000	\$14,439,600	(\$1,139,781)	\$13,299,819
2027	\$3,475,800	\$2,063,800	\$3,773,000	\$3,478,600	\$2,135,400	\$14,926,600	(\$1,140,869)	\$13,785,731
2028	\$3,564,600	\$2,111,400	\$3,953,100	\$3,609,600	\$2,190,000	\$15,428,700	(\$1,139,269)	\$14,289,431
2029	\$0	\$2,160,800	\$4,141,300	\$3,745,600	\$2,247,400	\$12,295,100	(\$754,981)	\$11,540,119
2030	\$0	\$2,211,400	\$4,336,500	\$3,886,400	\$2,305,200	\$12,739,500	(\$753,431)	\$11,986,069
2031	\$0	\$261,200	\$4,539,500	\$4,032,800	\$2,366,600	\$11,200,100	\$0	\$11,200,100
2032	\$0	\$264,200	\$4,749,600	\$4,185,800	\$2,430,800	\$11,630,400	\$0	\$11,630,400
2033	\$0	\$266,200	\$4,969,400	\$4,345,200	\$2,496,200	\$12,077,000	\$0	\$12,077,000
2034	\$0	\$268,200	\$5,195,900	\$4,509,800	\$2,565,200	\$12,539,100	\$0	\$12,539,100
2035	\$0	\$272,000	\$5,432,400	\$4,681,400	\$2,636,000	\$13,021,800	\$0	\$13,021,800
<u>2036</u>	<u>\$0</u>	<u>\$274,000</u>	<u>\$5,677,400</u>	<u>\$4,860,200</u>	<u>\$0</u>	<u>\$10,811,600</u>	<u>\$0</u>	<u>\$10,811,600</u>
Total	\$61,342,600	\$44,426,400	\$89,997,600	\$89,002,000	\$55,844,400	\$340,613,000	(\$28,296,843)	\$312,316,157

Table 14
Projected Tax Increment Available for Urban Core Projects through Time
Urban Core Specific Plan Facilities Implementation Analysis; EPS #15001

Year	Town Center I	Town Center II	Amended Project Area	Southwest Project Area	Otay Valley Project Area	Total Tax Increment for All Project Areas	Debt Service for 2000 Bonds	Available for Projects and Operations
Values by Time Period								
0-5 Years (2006-2010)								
Nominal Value	\$8,481,000	\$5,659,600	\$3,150,200	\$6,702,200	\$6,408,600	\$30,401,600	(\$6,010,180)	\$24,391,420
Present Value at 3% Discount Rate	\$7,928,965	\$5,300,888	\$2,903,531	\$6,264,022	\$6,022,088	\$28,419,495	(\$5,670,242)	\$22,749,253
5-10 Years (2011-2015)								
Nominal Value	\$12,594,600	\$8,709,400	\$8,783,000	\$10,146,200	\$7,676,600	\$47,909,800	(\$5,955,215)	\$41,954,585
Present Value at 3% Discount Rate	\$10,236,613	\$7,086,374	\$7,112,179	\$8,237,102	\$6,237,393	\$38,909,661	(\$4,849,111)	\$34,060,550
10+ Years (2016-2036)								
Nominal Value	\$40,267,000	\$30,057,400	\$78,064,400	\$72,153,600	\$41,759,200	\$262,301,600	(\$16,331,448)	\$245,970,152
Present Value at 3% Discount Rate	\$25,001,927	\$17,855,772	\$41,724,336	\$38,993,275	\$23,236,579	\$146,811,889	(\$10,046,807)	\$136,765,082
All Years (2006-2036)								
Nominal Value	\$61,342,600	\$44,426,400	\$89,997,600	\$89,002,000	\$55,844,400	\$340,613,000	(\$28,296,843)	\$312,316,157
Present Value at 3% Discount Rate	\$43,167,505	\$30,243,034	\$51,740,046	\$53,494,399	\$35,496,060	\$214,141,045	(\$20,566,160)	\$193,574,884

Sources: Harrell & Company Advisors; Economic & Planning Systems, Inc.

Table 14 also translates the tax increment projections into today's dollars, assuming a discount rate of 3 percent per year. The 3 percent discount rate simply translates the figures into today's dollars using a general inflation rate, which can be considered the appropriate figures to compare to the estimated improvement costs in today's dollars if the tax increment is simply dedicated on a "pay-as-you-go" basis over the next several decades. The sum of the tax increment under the 3 percent discount rate, therefore, is the appropriate point of comparison to the improvement costs if the City chooses not to issue a tax increment bond. As shown, EPS has estimated that the tax increment will yield roughly \$194 million in today's dollars over the next 30 years.

Table 15 compares the total improvement costs to the combined funding from the tax increment projections and the estimated development impact fees from the previous chapter. As that table clearly shows, the combination of these potential funding sources greatly exceeds the total improvement costs (by nearly double). In addition, **Table 15** shows that, if all estimated impact fees are received, only 35 percent of the projected available tax increment would be required to fund Urban Core improvements, leaving 65 percent (roughly \$127 million) in funding available for other projects.

It is important to note that, on a pay-as-you-go basis, the combination of tax increment and impact fees can more than cover the costs of all desired improvements in the first five years and over the full buildout of the Urban Core, but would not meet the full expected costs in the 5-10 year period. While the tax increment itself would cover the costs of improvements *not* funded by impact fees, the tax increment is not projected to cover those costs *and* the temporary deficit in impact fee funding. Thus, it is clear that either temporary funding would have to be secured or some of those 5-10 year improvements would need to be deferred.

Tables 16 through 18 explore one approach to closing the temporary funding gap in the 5-10 year time period—bonds based on tax increment realized at the time of bond issuance. **Table 16** shows the bonding capacity of the tax increment on an annual basis. This analysis assumes that bonds issued on the tax increment would be subject to a 1.20 debt coverage ratio, meaning projected annual revenues exceed the amount dedicated to debt service by 20 percent to allow room for fluctuations in the actual tax increment received. EPS has also assumed that the bonds would have a 6.0 percent interest rate, that issuance costs would equal three percent of the total bond amount, and that the terms of the bonds would be only as many years as the tax increment was projected to be collected (through 2036). Thus, a bond issued in 2006 would have a 30-year term, while a bond issued in 2016 would have a 20-year term. As shown, EPS has estimated that the available tax increment in 2012 (year 6) could support a bond that would yield \$82 million of up-front dollars from which improvements could be funded over time. The present value of that bond capacity is estimated at roughly \$69 million.

As was shown on **Table 15**, the combination of annual tax increment and impact fees could fully fund the improvement costs in the first five-year period, but would not fully fund the costs in the 5-10 year period. **Table 17** shows that, if a bond is issued in Year 6 to fully fund the period's improvements not covered by impact fees, such a bond would

Table 15
Improvement Costs vs. Projected Tax Increment and Impact Fees Through Time
Urban Core Specific Plan Facilities Implementation Analysis; EPS #15001

Item	0-5 years (2006 - 2010)	5-10 years (2011 - 2015)	10+ years (2016 - 2036)	Total
Improvements to be Funded through Impact Fees on URBAN CORE Development (1)	\$1,648,800	\$36,017,580	\$30,984,000	\$68,650,380
Improvements NOT Funded by Impact Fees on URBAN CORE Development	\$18,174,200	\$28,436,420	\$20,198,250	\$66,808,870
Total Improvement Costs	\$19,823,000	\$64,454,000	\$51,182,250	\$135,459,250
Present Value of Available Tax Increment at 3% Discount Rate (2)	\$22,749,253	\$34,060,550	\$136,765,082	\$193,574,884
Impact Fees on URBAN CORE Development (3)	\$8,336,511	\$7,748,213	\$52,565,656	\$68,650,380
Total Combined Funding (Tax Increment plus Impact Fees)	\$31,085,764	\$41,808,762	\$189,330,738	\$262,225,264
Net Surplus/(Deficit) in Combined Funding by Period	\$11,262,764	(\$22,645,238)	\$138,148,488	\$126,766,014
Cumulative Surplus/(Deficit)	\$11,262,764	(\$11,382,474)	\$126,766,014	\$126,766,014
Tax Increment Required to Fund Urban Core Improvements NOT Covered by Impact Fees on URBAN CORE Development (4)				\$66,808,870
Percent of Available Tax Increment Required for Urban Core Improvements				35%
Remaining Tax Increment Available for Other Projects				\$126,766,014

(1) From **Table 12**

(2) From **Table 14**

(3) From **Table 12**

(4) Difference between total present value of projected tax increment and total impact fees on Urban Core development.

Source: Economic & Planning Systems, Inc.

Table 16
Projected Tax Increment Bonding Capacity by Year
Urban Core Specific Plan Facilities Implementation Analysis; EPS #15001

Year	Years from Present (2006)	Available for Projects and Operations (All Project Areas)	Potential Bonding Capacity (1)	Present Value of Bonding Capacity (2)
2006	0	\$3,315,117	\$36,885,887	\$36,885,887
2007	1	\$3,735,487	\$41,037,436	\$39,842,171
2008	2	\$4,555,702	\$49,368,546	\$46,534,589
2009	3	\$5,772,177	\$61,638,279	\$56,407,757
2010	4	\$7,012,937	\$73,712,228	\$65,492,360
2011	5	\$7,610,037	\$78,636,132	\$67,832,219
2012	6	\$8,097,117	\$82,144,218	\$68,794,490
2013	7	\$8,463,252	\$84,168,999	\$68,437,099
2014	8	\$8,844,892	\$86,092,746	\$67,962,409
2015	9	\$8,939,287	\$85,006,320	\$65,150,266
2016	10	\$9,276,287	\$86,005,277	\$63,996,003
2017	11	\$9,623,882	\$86,802,387	\$62,707,891
2018	12	\$9,983,022	\$87,374,531	\$61,282,738
2019	13	\$10,350,622	\$87,660,642	\$59,692,631
2020	14	\$10,738,260	\$87,720,116	\$57,993,331
2021	15	\$11,127,605	\$87,359,874	\$56,072,979
2022	16	\$11,528,205	\$86,616,538	\$53,976,563
2023	17	\$11,946,725	\$85,489,793	\$51,722,731
2024	18	\$12,382,750	\$83,917,160	\$49,292,487
2025	19	\$12,831,625	\$81,804,479	\$46,651,951
2026	20	\$13,299,819	\$79,125,992	\$43,810,143
2027	21	\$13,785,731	N/A	N/A
2028	22	\$14,289,431	N/A	N/A
2029	23	\$11,540,119	N/A	N/A
2030	24	\$11,986,069	N/A	N/A
2031	25	\$11,200,100	N/A	N/A
2032	26	\$11,630,400	N/A	N/A
2033	27	\$12,077,000	N/A	N/A
2034	28	\$12,539,100	N/A	N/A
2035	29	\$13,021,800	N/A	N/A
<u>2036</u>	30	<u>\$10,811,600</u>	N/A	N/A
Total		\$312,316,157		

(1) Assumptions:

Debt Coverage Ratio = 120.0%

Bonding Interest Rate = 6.0%

Issuance Costs= 3.0%

Term = Number of Years remaining on Project Areas (through 2036) IF at least 10 years remain;

Assumes no bond issue for less than 10-year term.

(2) Assumes 3% discount rate.

Sources: Harrell & Company Advisors; Economic & Planning Systems, Inc.

Table 17

Projected Tax Increment and Bonding Capacity Available for Urban Core Projects through Time
Urban Core Specific Plan Facilities Implementation Analysis; EPS #15001

Item	0-5 years (2006 - 2010)	5-10 years (2011 - 2015)	10+ years (2016 - 2036)	Total
Total Improvement Costs (1)	\$19,823,000	\$64,454,000	\$51,182,250	\$135,459,250
less Impact Fees on URBAN CORE Development (2)	\$8,336,511	\$7,748,213	\$52,565,656	\$68,650,380
<i>Surplus/(Shortfall) of Available Impact Fees</i>	<i>(\$11,486,489)</i>	<i>(\$56,705,787)</i>	<i>\$1,383,406</i>	<i>(\$66,808,870)</i>
Tax Increment Revenues				
Present Value of Required Tax Increment Bond (3)	\$0	\$56,705,787	\$0	\$56,705,787
Present Value of Tax Increment NOT Used for Bond Debt Service (4)	\$22,749,253	\$13,085,413	\$70,138,278	\$105,972,944
<i>Present Value of Remaining Tax Increment After Fully Funding Improvement Costs In Excess of Available Impact Fees</i>	<i>\$11,262,764</i>	<i>\$13,085,413</i>	<i>\$71,521,684</i>	<i>\$95,869,862</i>

(1) See **Tables 2 through 4**.

(2) See **Table 12**.

(3) Used to offset shortfall in Years 5-10. See **Table 18** for bond capacity and debt service estimates. Present value calculated at 3% discount rate.

(4) Present Value at 3% discount rate of tax increment not used to pay annual bond debt service of \$5,395,040

Source: *Economic & Planning Systems, Inc.*

Table 18**Required Tax Increment Bond and Debt Service to Cover Years 5-10 Shortfall
Urban Core Specific Plan Facilities Implementation Analysis; EPS #15001**

Year	Years from Present (2006)	Available for Projects and Operations (All Project Areas)	Nominal Value of Required Bond (1)	Annual Debt Service on Bonds Issued in Year 6 (2)	Available Tax Increment After Debt Service
2006	0	\$3,315,117		\$0	\$3,315,117
2007	1	\$3,735,487		\$0	\$3,735,487
2008	2	\$4,555,702		\$0	\$4,555,702
2009	3	\$5,772,177		\$0	\$5,772,177
2010	4	\$7,012,937		\$0	\$7,012,937
2011	5	\$7,610,037		\$0	\$7,610,037
2012	6	\$8,097,117	\$67,709,676	\$5,395,040	\$2,702,077
2013	7	\$8,463,252		\$5,395,040	\$3,068,212
2014	8	\$8,844,892		\$5,395,040	\$3,449,852
2015	9	\$8,939,287		\$5,395,040	\$3,544,247
2016	10	\$9,276,287		\$5,395,040	\$3,881,247
2017	11	\$9,623,882		\$5,395,040	\$4,228,842
2018	12	\$9,983,022		\$5,395,040	\$4,587,982
2019	13	\$10,350,622		\$5,395,040	\$4,955,582
2020	14	\$10,738,260		\$5,395,040	\$5,343,220
2021	15	\$11,127,605		\$5,395,040	\$5,732,565
2022	16	\$11,528,205		\$5,395,040	\$6,133,165
2023	17	\$11,946,725		\$5,395,040	\$6,551,685
2024	18	\$12,382,750		\$5,395,040	\$6,987,710
2025	19	\$12,831,625		\$5,395,040	\$7,436,585
2026	20	\$13,299,819		\$5,395,040	\$7,904,779
2027	21	\$13,785,731		\$5,395,040	\$8,390,691
2028	22	\$14,289,431		\$5,395,040	\$8,894,391
2029	23	\$11,540,119		\$5,395,040	\$6,145,079
2030	24	\$11,986,069		\$5,395,040	\$6,591,029
2031	25	\$11,200,100		\$5,395,040	\$5,805,060
2032	26	\$11,630,400		\$5,395,040	\$6,235,360
2033	27	\$12,077,000		\$5,395,040	\$6,681,960
2034	28	\$12,539,100		\$5,395,040	\$7,144,060
2035	29	\$13,021,800		\$5,395,040	\$7,626,760
2036	30	\$10,811,600		\$5,395,040	\$5,416,560
Total		\$312,316,157		\$134,875,990	\$177,440,167

(1) Based on shortfall after impact fees in Years 5-10 shown on **Table 17**, inflated by 3% per year.

(1) Assumptions:

Debt Coverage Ratio = 120.0%

Bonding Interest Rate = 6.0%

Issuance Costs= 3.0%

Term = Number of Years remaining on Project Areas (through 2036) IF at least 10 years remain;

Assumes no bond issue for less than 10-year term.

Sources: Harrell & Company Advisors; Economic & Planning Systems, Inc.

have to yield roughly \$57 million in current dollars. This figure is well below the actual capacity created by the tax increment in Year 6, which was projected at \$69 million (present value) on **Table 16**. As such, funding the deficit would not require the full bonding capacity available in Year 6, leaving revenues available for other projects. In addition, the portion of tax increment that is not required for debt service in the years following the bond issuance could also be available for other projects, as detailed on **Table 18**.

In sum, **Table 17** shows that the combination of impact fees on Urban Core development, “pay-as-you-go” tax increment funds and tax increment bonding capacity would be more than adequate to fully fund all of the improvement costs envisioned in the Specific Plan. Nearly \$100 million of surplus revenue is shown to be likely, which could then be used for additional improvements in the Urban Core or elsewhere in Chula Vista.

VI. CONCLUSIONS

This Facilities Implementation Analysis for the Urban Core Specific Plan has estimated the costs of various public improvements and allocated those costs according to their purpose and the geographic areas of benefit/responsibility. This analysis has also estimated the improvement costs that could be funded through development impact fees, and identified financial gaps in certain time periods and overall that would need to be addressed through other funding mechanisms. One such mechanism is tax increment financing from the City's Redevelopment Project Areas, which are projected to generate sufficient revenues over the next several decades to fully cover the costs of Urban Core improvements.

To the extent that other funding sources and mechanisms can be utilized, the costs addressed through impact fees and tax increment financing can be reduced. The reduction of impact fees can enhance the feasibility of desired development in the Urban Core, although it is not expected that the cost burden of the impact fees calculated herein would represent a significant feasibility hurdle for development. The reduction of the reliance on tax increment financing would enable those funds to be used for other improvement projects elsewhere in the City.

Other funding mechanisms that could be considered and sought to finance the public improvements envisioned in the Urban Core Specific Plan include the following:

- **Regional funding**—TransNet, SANDAG, and other funding sources may be available for certain improvements that have regional significance.
- **Capital Improvement Program funding**—Many of the improvements represent benefits to the City generally, and could be funded through the CIP budget.
- **Developer exactions**—The provision of plazas, park land (especially for the Promenade Park), streetscape improvements, etc. could be required as a condition of approval for certain developments (where feasible).
- **Land-secured financing**—Mello-Roos districts or other assessments on landowners or building occupants could be imposed to provide funding for improvements beyond those funded by impact fees. Application of these mechanisms is likely to be limited, however, because of multiple ownerships and developed conditions in the Urban Core.

It is important to note that this Facilities Implementation Analysis presents an analysis of the potential funding for the improvements detailed in the Urban Core Specific Plan. Policy-makers are not required to impose fees or allocate funding as described herein, but rather will be expected to assess the importance of various improvements and the appropriateness of various funding mechanisms in a context of competing policy and financial priorities, as well as under market conditions that will evolve through the next several decades as the Urban Core is undergoing re-investment and redevelopment.

XI. Plan Administration

C. Specific Plan Administration

D-103



XI. Plan Administration

C. Specific Plan Administration

1. Urban Core Development Permit and Design Review Requirements

The Design Review Process for future development projects is established for the Specific Plan focus areas. Except as provided in paragraphs 3 and 4, below, development projects within the Specific Plan Focus Areas will be subject to a design review process to ensure consistency with the Specific Plan. In addition, proposed developments would also be required to adhere to existing CVMC regulations and processes for other discretionary review, such as those for conditional use permits, variances, and subdivisions, as may be applicable. (See CVMC 2.55, 19.14, and 19.54). All developments within the Specific Plan Focus Areas require submittal and approval of an Urban Core Development Permit (UCDP). The UCDP Review Process is illustrated in Figure 11.1. To be approved, a development project must:

- comply with the permitted uses and development criteria contained in Chapter VI - Land Use and Development Regulations of this Specific Plan, and other applicable regulations contained in the CVMC; and,
- be found to be consistent with the design requirements and recommendations contained in Chapter VII - Design Guidelines of this Specific Plan.

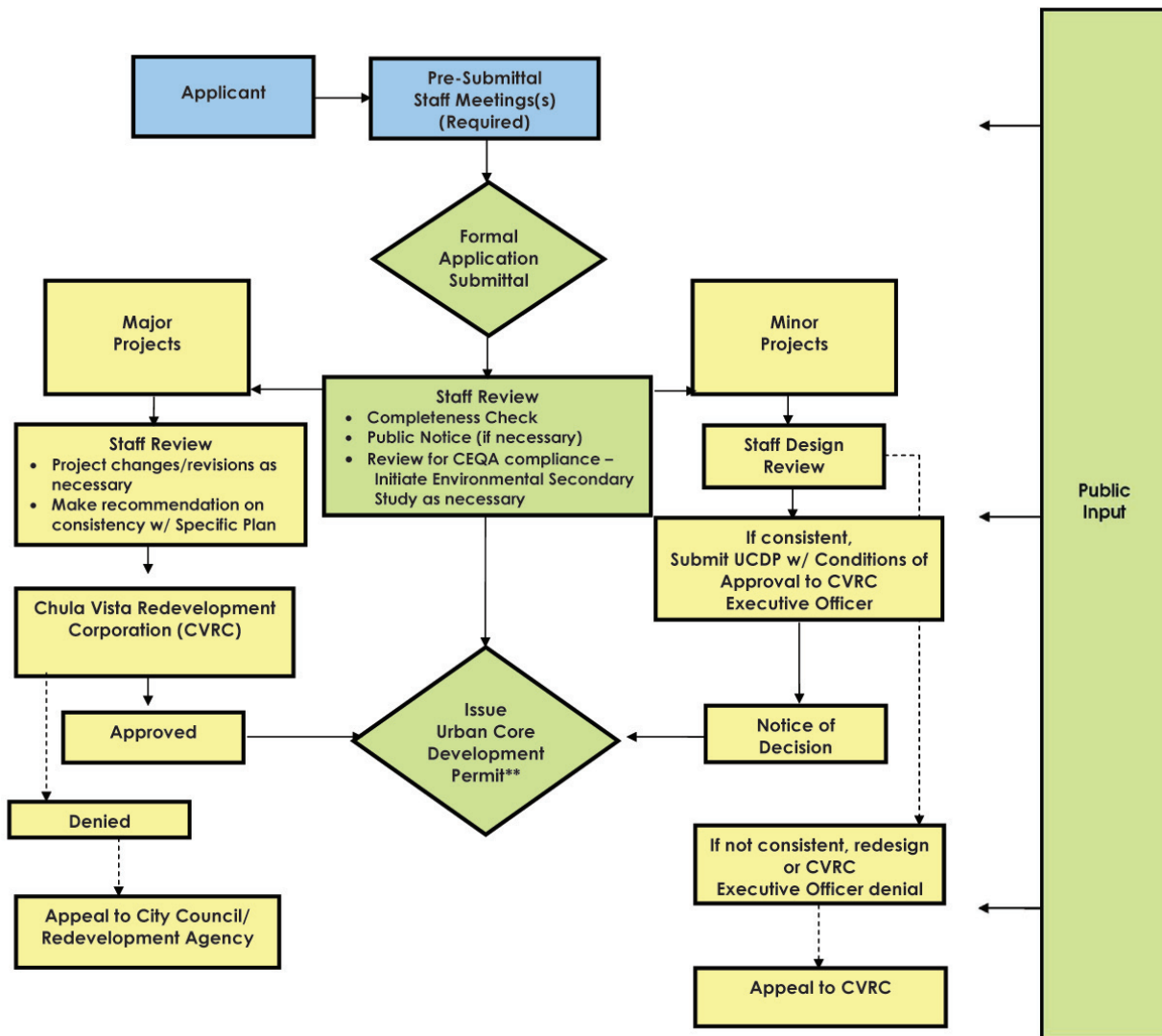
For those projects which propose buildings that exceed 84 feet in height, the further following findings will be required to be made:

- The building design reflects a unique, signature architecture and creates a positive Chula Vista landmark;
- The project provides increased amenities such as public areas, plazas, fountains, parks and paseos, extensive streetscape improvements, or other public amenities that may be enjoyed by the public at large. These amenities will be above and beyond those required as part of the standard development approval process; and,
- The overall building height and massing provides appropriate transitions to surrounding areas in accordance with the future vision for those areas, or if in a Neighborhood Transition Combining District, the adjoining neighborhood.

Except as provided in Section 3. Nonconforming Uses, Section 4. Exemptions, and Section 5. Site Specific Variance below, all projects require a pre-submittal meeting with staff to determine appropriate processing requirements and preliminary issue identification. The UCDP will be issued if it is determined



URBAN CORE DEVELOPMENT PERMIT DESIGN REVIEW PROCESS*



*Process pertains to projects in redevelopment areas only
 ** If Redevelopment Agency involvement (e.g. Agreement or Funding) project obtains concurrent Agency Approval

Urban Core Development Permit Design Review Process

Fig. D.2



that the project complies with the provisions of the Specific Plan, including the development regulations, standards and design guidelines. Approval of the UCDP will include all conditions of approval ranging from design, environmental mitigation measures, public improvements, and others as may be determined upon review of the specific development project. The UCDP process will ensure an enhanced level of review for major projects, while minimizing processing for minor projects, as defined by CVMC Section 19.14.582(i).

The Specific Plan provides separate processes for design review for those developments within established Redevelopment Project Areas and for those developments located outside established Redevelopment Project Areas. Figure 11.2 illustrates the boundaries of existing Redevelopment Project Areas, which may be amended from time to time, within the Specific Plan boundaries. Projects which include site areas within both areas shall be approved using the process set forth for Redevelopment Project Areas.

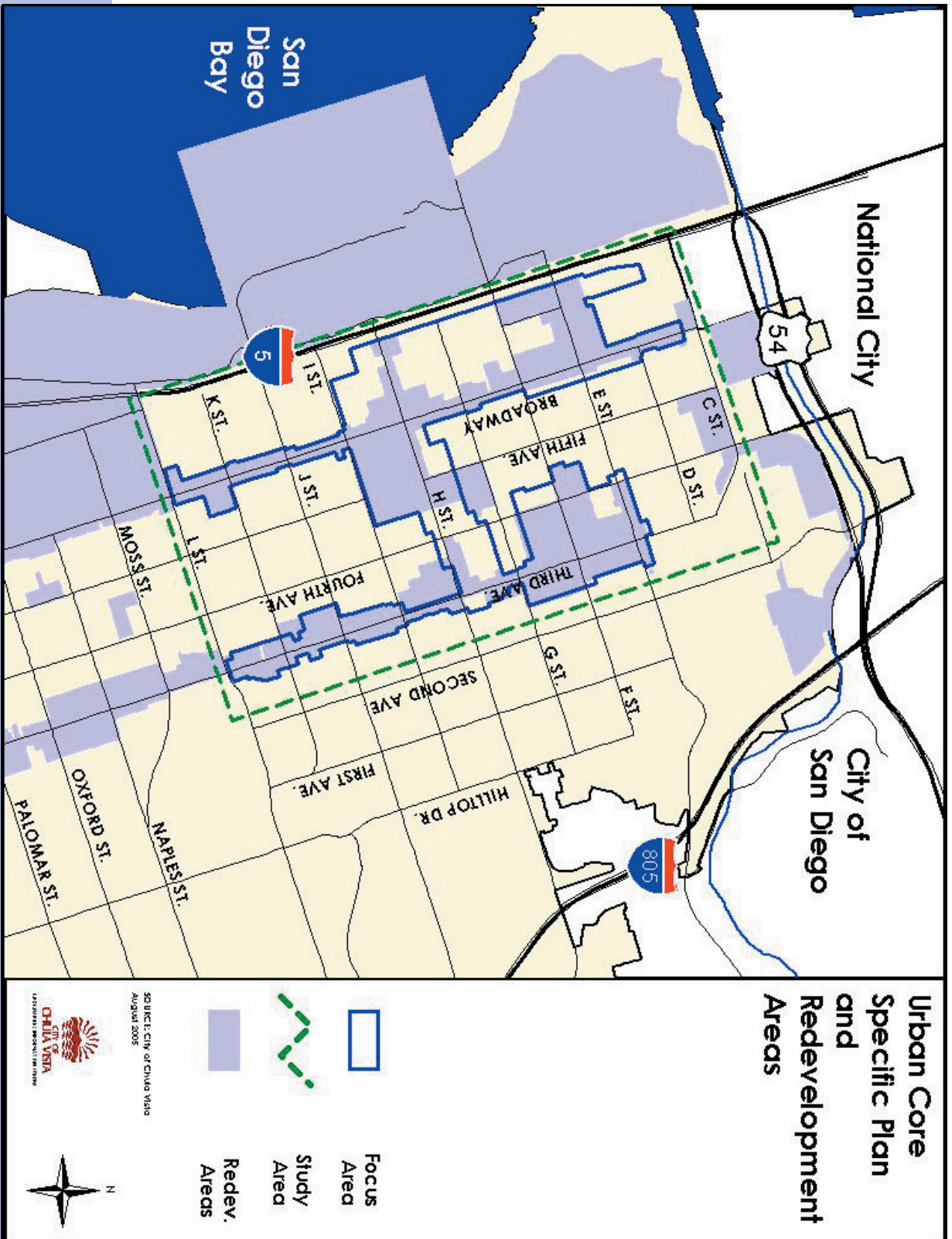
a. Developments Within a Redevelopment Project Area

The Chula Vista Redevelopment Corporation (CVRC) has been established by the City Council to assist with implementation and oversight of infill development in the Redevelopment Project Areas within the Specific Plan, and elsewhere within the City. The CVRC holds regularly scheduled meetings to review developments and design proposals. The CVRC provides a vehicle for public participation relating to the growth and redevelopment of the Chula Vista Urban Core, and serves as a communications link between its citizens, the City Council and Redevelopment Agency. In addition, the recently established Redevelopment Advisory Committee will provide input on projects, early and often.

All developments within the Specific Plan Focus Areas that are all or in part within a Redevelopment Project Area require submittal and approval of a UCDP. The UCDP process requires review and approval by either the CVRC Executive Director or the CVRC Board. For minor projects, design review will be subject to review and approval by the Executive Director of the CVRC with the opportunity for appeal to the CVRC. Design review of other projects will be conducted by staff with recommendation to the CVRC.

b. Developments Not Within a Redevelopment Project Area

Projects within the Specific Plan area, but outside a Redevelopment Project Area, will be subject to the City's existing design review processes. Large-scale projects, as defined above, will require review by the Design Review Committee. Minor projects may be reviewed and approved by the Zoning Administrator, or his/her designee in a manner consistent with CVMC Section 19.14.



Urban Core Specific Plan and Redevelopment Areas

Chula Vista Urban Core Specific Plan

Fig. D.3

c. Other Discretionary Approvals

The provisions of the Zoning Ordinance relative to other discretionary permits or actions (e.g. Tentative Map, Conditional Use Permits) shall be applied as required based on individual development projects.

2. Permitted Land Uses

Permitted land uses within the Specific Plan Focus Areas are identified in the Land Use Matrix found in Figures 6.2-6.6 of Chapter VI – Land Use and Development Regulations. The Community Development Director or his/her designee may determine in writing that a proposed use is similar and compatible to a listed use and may be allowed upon making one or more of the following findings:

- The characteristics of and activities associated with the proposed use is similar to one or more of the allowed uses and will not involve substantially greater intensity than the uses listed for that District;*
- The proposed use will be consistent with the purpose and vision of the applicable District;*
- The proposed use will be otherwise consistent with the intent of the Specific Plan;*
- The proposed use will be compatible with the other uses listed for the applicable District.*

The Community Development Director or his/her designee may refer the question of whether a proposed use is allowable directly to the CVRC or Planning Commission on a determination at a public hearing. A determination of the Community Development Director or his/her designee, CVRC or Planning Commission may be appealed in compliance with the procedure set forth in the CVMC.



**CHULA VISTA URBAN CORE SPECIFIC PLAN
MITIGATION MONITORING REPORTING PROGRAM
(Public Facilities and Services Program)**

Introduction

This mitigation monitoring reporting program (MMRP) was prepared for the City of Chula Vista Urban Core Specific Plan to comply with Public Resources Code section 21081.6, which requires public agencies to adopt such programs to ensure effective implementation of mitigation measures. This monitoring program is dynamic in that it will undergo changes as additional mitigation measures are identified and additional conditions of approval are placed on the project throughout the project approval process. Pursuant to Public Resources Code section 21081.6(a)(2), the City of Chula Vista designates the Environment Review Coordinator and the City Clerk as the custodians of the documents or their material which constitute the record of proceedings upon which its decision is based.

This monitoring program will serve a dual purpose of verifying completion of the mitigation identified in the EIR and generating information on the effectiveness of the mitigation measures to guide future decisions. The program includes the following:

- Monitor qualifications
- Specific monitoring activities
- Reporting system
- Criteria for evaluating the success of the mitigation measures

The proposed project is the adoption of the Chula Vista Urban Core Specific Plan (UCSP). The UCSP would govern the development and revitalization of the urban core of the City of Chula Vista. The UCSP includes land use objectives, development regulations (zoning), and development design guidelines to implement the adopted General Plan vision for the urban core. The UCSP's planning horizon is the year 2030.

The City of Chula Vista is located in southern San Diego County, between National City and the southernmost portion of the City of San Diego which abuts the U.S.-Mexican border. The UCSP area occupies 1,700 acres in the northwest portion of the City. A smaller, 690-gross-acre Subdistricts Area was determined to be most in need of revitalization and is the focus of all the regulatory land use provisions of the UCSP. The new zoning, development standards, and design guidelines proposed in the UCSP will apply only to the Subdistricts Area of the UCSP. Existing zoning and land use regulations will not be changed in the remaining portion of the UCSP study area outside the Subdistricts Area. The UCSP Subdistricts Area comprises the traditional downtown area east of I-5, west of Del Mar Avenue, north of L Street, and south of C Street.

Under the proposed Chula Vista Urban Core Specific Plan, the urban core would be organized into three planning districts (Urban Core, Village, and Corridors) and 26 subdistricts.

The proposed Chula Vista Urban Core Specific Plan is described in the Environmental Impact Report (EIR) text. The EIR, incorporated herein as referenced, focused on issues determined to be potentially significant by the City of Chula Vista. The issues addressed in the EIR include land use, landform alteration/aesthetics, cultural resources, geology and soils, paleontological resources, population and housing, hydrology and water quality, traffic circulation and access, noise, air quality, public services, public utilities, and hazards/risk of upset. The environmental analysis concluded that for all of the environmental issues discussed, some of the significant and potentially significant impacts could be avoided or reduced through implementation of recommended mitigation measures. Potentially significant impacts requiring mitigation were identified for landform alteration/aesthetics, cultural resources, geology and soils, paleontological resources, water quality, traffic circulation and access, noise, air quality, public services, public utilities (energy), and hazards/risk of upset.

Public Resources Code section 21081.6 requires monitoring of only those impacts identified as significant or potentially significant. The monitoring program for the Urban Core Specific Plan therefore addresses the impacts associated with only the issue areas identified above.

Mitigation Monitoring Team

The monitoring activities would be accomplished by individuals identified in the attached MMRP table. While specific qualifications should be determined by the City of Chula Vista, the monitoring team should possess the following capabilities:

- Interpersonal, decision-making, and management skills with demonstrated experience in working under trying field circumstances;
- Knowledge of and appreciation for the general environmental attributes and special features found in the project area;
- Knowledge of the types of environmental impacts associated with construction of cost-effective mitigation options; and
- Excellent communication skills.

Program Procedural Guidelines

Prior to any construction activities, meetings should take place between all the parties involved to initiate the monitoring program and establish the responsibility and authority of the participants. Mitigation measures that need to be defined in greater detail will be addressed prior to any project plan approvals in follow-up meetings designed to discuss specific monitoring effects.

An effective reporting system must be established prior to any monitoring efforts. All parties involved must have a clear understanding of the mitigation measures as adopted and these mitigations must be distributed to the participants of the monitoring effort. Those that would have a complete list of all the mitigation measures adopted by the City of Chula Vista would include the City of Chula Vista and its Mitigation Monitor. The Mitigation Monitor would distribute to each Environmental Specialist and Environmental Monitor a specific list of mitigation measures that pertain to his or her monitoring tasks and the appropriate time frame that these mitigations are anticipated to be implemented.

In addition to the list of mitigation measures, the monitors will have mitigation monitoring report (MMR) forms, with each mitigation measure written out on the top of the form. Below the stated mitigation measure, the form will have a series of questions addressing the effectiveness of the mitigation measure. The monitors shall complete the MMR and file it with the MM following the monitoring activity. The MM will then include the conclusions of the MMR into an interim and final comprehensive construction report to be submitted to the City of Chula Vista. This report will describe the major accomplishments of the monitoring program, summarize problems encountered in achieving the goals of the program, evaluate solutions developed to overcome problems, and provide a list of recommendations for future monitoring programs. In addition, and if appropriate, each Environmental Monitor or Environmental Specialist will be required to fill out and submit a daily log report to the Mitigation Monitor. The daily log report will be used to record and account for the monitoring activities of the monitor. Weekly and/or monthly status reports, as determined appropriate, will be generated from the daily logs and compliance reports and will include supplemental material (i.e., memoranda, telephone logs, and letters). This type of feedback is essential for the City of Chula Vista to confirm the implementation and effectiveness of the mitigation measures imposed on the project.

Actions in Case of Noncompliance

There are generally three separate categories of noncompliance associated with the adopted conditions of approval:

- Noncompliance requiring an immediate halt to a specific task or piece of equipment;
- Infraction that warrants an immediate corrective action but does not result in work or task delay; and
- Infraction that does not warrant immediate corrective action and results in no work or task delay.

There are a number of options the City of Chula Vista may use to enforce this program should noncompliance continue. Some methods commonly used by other lead agencies include “stop work” orders, fines and penalties (civil), restitution, permit revocations, citations, and injunctions. It is essential that all parties involved in the program understand the authority and responsibility of the on-site monitors. Decisions regarding actions in case of noncompliance are the responsibility of the City of Chula Vista.

SUMMARY OF PROJECT IMPACTS AND MITIGATION MEASURES

The following table summarizes the potentially significant project impacts and lists the associated mitigation measures and the monitoring efforts necessary to ensure that the measures are properly implemented. All the mitigation measures identified in the EIR are recommended as conditions of project approval and are stated herein in language appropriate for such conditions. In addition, once the Chula Vista Urban Core Specific Plan has been approved, and during various stages of implementation, the designated monitor, the City of Chula Vista, will further refine the mitigation measures.

**URBAN CORE SPECIFIC PLAN MITIGATION MONITORING AND REPORTING PROGRAM
(PUBLIC FACILITIES AND SERVICES PROGRAM)**

Potential Significant Impact	Mitigation Measures	Time Frame of Mitigation	Monitoring Reporting Agency
HYDROLOGY/WATER QUALITY			
<p><i>Surface and Ground Water Quality.</i> Implementation of the proposed UCSP would allow a three-fold increase in population and associated intensification of existing urban land uses which would likely result in a substantial increase in direct runoff to drainage basins, municipal storm sewer systems, and eventual drainage to surface water and/or the ocean. This runoff will likely contain typical urban runoff pollutants such as sediment, pathogens, heavy metals, petroleum products, nutrients (phosphates and nitrates) and trash. This comprises a potentially significant long-term water quality impact.</p> <p>The potential long-term impacts to water quality which may result from implementation of the proposed UCSP would be required to be reduced to acceptable levels through the mandatory controls imposed by local, state, and federal regulations.</p>	<p>5.7-1: Prior to approval of subsequent individual development projects, compliance with all applicable federal, state and local laws and regulations regarding water quality (e.g. JURMP, SUSMP, NPDES, SWPP, and City Development and Redevelopment Projects Storm Water Manual) shall be demonstrated to the satisfaction of the City Engineer.</p>	<p>Prior to the approval of any construction permits, including but not limited to the first Grading Permit, Demolition Permit, and Urban Core Development Permit (UCDP).</p>	<p>City of Chula Vista (CCV)</p>

URBAN CORE SPECIFIC PLAN MITIGATION MONITORING AND REPORTING PROGRAM
(continued)

Potential Significant Impact	Mitigation Measures	Time Frame of Mitigation	Monitoring Reporting Agency
HYDROLOGY/WATER QUALITY (cont.)			
<p>Selected provisions of the UCSP that allow and encourage native plant landscaping and sustainable building practices (water input and waste efficiencies, living roofs, bioswales, etc.) would potentially lessen future runoff volumes, flow rate and pollutant concentration.</p> <p>The construction activities of subsequent individual projects would also potentially cause short-term water quality impacts through direct discharge of pollutants, soil excavation/sedimentation, and through encountering of shallow groundwater during subfloor grading. This comprises a potentially significant short-term water quality impact.</p>	<p>5.7-2: Prior to approval of subsequent individual development projects, project applicants shall demonstrate to the satisfaction of the City Engineer that the proposed on-site storm drain systems fully mitigate drainage impacts and meet all federal, state, and regional water quality objectives and all City standards and requirements. Land development construction drawings and associated reports shall include details, notes, and discussions relative to the required or recommended Best Management Practices (BMPs). Permanent storm water BMP requirements shall be incorporated into the project design and all subsequent individual development projects are required to complete the applicable Storm Water Compliance Form and comply with the City of Chula Vista's Storm Water Management Standards Requirements Manual.</p>	<p>Prior to the approval of any construction permits, including but not limited to the first Grading Permit, Demolition Permit, and Urban Core Development Permit (UCDP).</p>	<p>City of Chula Vista (CCV)</p>

**URBAN CORE SPECIFIC PLAN MITIGATION MONITORING AND REPORTING PROGRAM
(continued)**

Potential Significant Impact	Mitigation Measures	Time Frame of Mitigation	Monitoring Reporting Agency
HYDROLOGY/WATER QUALITY (cont.)			
	<p>5.7-3: The City of Chula Vista requires that all new development and significant redevelopment projects comply with the requirements of the NPDES Municipal Permit, Order No. 2001-01. According to said permit, all projects falling under the Priority Development Project Categories are required to comply with the Standard Urban Storm Water Mitigation Plans (SUSMP) and Numeric Sizing Criteria. Future projects shall comply with all applicable regulations, established by the United States Environmental Protection Agency (USEPA), as set forth in the National Pollutant Discharge Elimination System (NPDES) permit requirements for urban runoff and storm water discharge, and any regulations adopted by the City of Chula Vista pursuant to the NPDES regulations and requirements. Further, the applicant shall file a Notice of Intent (NOI) with the State Water Resource Control Board to obtain coverage under the NPDES General Permit for Storm Water Discharges Associated with Construction Activity and shall</p>	<p>Prior to the approval of any construction permits, including but not limited to the first Grading Permit, Demolition Permit, and Urban Core Development Permit (UCDP).</p>	<p>City of Chula Vista (CCV)</p>

**URBAN CORE SPECIFIC PLAN MITIGATION MONITORING AND REPORTING PROGRAM
(continued)**

Potential Significant Impact	Mitigation Measures	Time Frame of Mitigation	Monitoring Reporting Agency
HYDROLOGY/WATER QUALITY (cont.)			
	implement a Storm Water Pollution Prevention Plan (SWPP) concurrent with the commencement of grading activities. The SWPP shall include both construction and post-construction pollution prevention and pollution control measures, and shall identify funding mechanisms for the maintenance of post-construction control measures.		
	5.7-4: Prior to issuance of an Urban Core Development Permit or other discretionary permit, all subsequent individual development projects shall demonstrate to the satisfaction of the Community Development Director, conformance with Mediterranean/indigenous landscaping and other relevant design recommendations provided in UCSP Chapter VII Development Design Guidelines.	Prior to the approval of an Urban Core Development Permit (UCDP) or other discretionary permit.	City of Chula Vista (CCV)

URBAN CORE SPECIFIC PLAN MITIGATION MONITORING AND REPORTING PROGRAM
(continued)

Potential Significant Impact	Mitigation Measures	Time Frame of Mitigation	Monitoring Reporting Agency
TRAFFIC/CIRCULATION			
<p>Road Segments and Intersections Level of Service. A substantial increase in traffic on area roadways and at area intersections will result from planned population growth in the urban core area over the next 25 years. Without the intersection and roadway improvements envisioned in the proposed UCSP, by year 2030 conditions, 2 road segments and 19 intersections would operate at unacceptable LOS E or worse during peak traffic periods. This comprises a significant traffic impact prior to mitigation.</p> <p>The significant impacts to intersections will be mitigated to below significance by implementation of the improvements recommended in Mitigation Measure 5.8.5-1, with the exception of #27 Broadway/H Street, #33 Hilltop Drive/H Street and #54 Third Avenue/J Street. Impacts to these 3 intersections would remain significant and unmitigated.</p>	<p>5.8.5 -1: Intersection Improvements. Impacts to the 19 affected intersections will be mitigated to below significance by the implementation of improvements that have been divided into three tiers for phased implementation based on need and enhancement of the overall street network. Generally, time frames associated with the tiered improvements are anticipated as short-, mid- and long-term. In each tier, the City's existing TMP will determine the order in which projects are implemented during the biannual CIP program review. The Tier 1 improvements would be included in the current CIP and subsequently monitored for improvement within the first five years of implementation of the UCSP. It should be noted that three of the intersections (#7, #16, and #21) are proposed as project features rather than as needed to improve intersection LOS and most likely will be related to and timed with implementation of streetscape improvements along Third Avenue.</p>	<p>Three-tiered phasing of implementation based on need. Tier 1, short-term, improvements are to occur within the first five years of implementation of the UCSP or as may be modified by results of the annual Traffic Monitoring Program (TMP).</p>	<p>City of Chula Vista (CCV)</p>

URBAN CORE SPECIFIC PLAN MITIGATION MONITORING AND REPORTING PROGRAM
(continued)

Potential Significant Impact	Mitigation Measures	Time Frame of Mitigation	Monitoring Reporting Agency
TRAFFIC/CIRCULATION (cont.)			
<p>Recommendations at intersections #27, #33, and #54 do not improve conditions to an acceptable LOS due to ROW and design constraints. The following describes the constraints at the three intersections:</p> <ul style="list-style-type: none"> At the Broadway/H Street intersection (#27), an additional northbound and southbound through lane would be required in order to achieve an acceptable LOS D conditions. However, this improvement would require extensive widening of Broadway and H Street to allow for lane drops. Furthermore, this widening would create longer pedestrian crossings. As such, the recommended improvements of the eastbound queue jumper lane and the additional westbound through and right-turn lanes would improve the intersection from LOS F to LOS E conditions. 	<p>The intersection numbers in the improvements described below correspond to the intersection numbering system used in the TIA (Appendix C of this EIR):</p> <p>a. Tier 1 Improvements</p> <ul style="list-style-type: none"> #1 Bay Boulevard/I-5 Southbound Ramp/E Street: Add an eastbound through and right-turn lane, southbound right-turn lane, and northbound right-turn lane. Coordination with Caltrans will be required for this improvement. #2 I-5 Northbound Ramp/E Street: Add a westbound right-turn lane. Coordination with Caltrans will be required for this improvement #7 Third Avenue/E Street: Convert the northbound and southbound shared right-through lane into exclusive right-turn lanes. #16 Third Avenue/F Street: Separate the southbound shared through-right lane into an exclusive through and right-turn lanes, convert the northbound shared through-right lane into an exclusive right-turn lane. 		

URBAN CORE SPECIFIC PLAN MITIGATION MONITORING AND REPORTING PROGRAM
(continued)

Potential Significant Impact	Mitigation Measures	Time Frame of Mitigation	Monitoring Reporting Agency
TRAFFIC/CIRCULATION (cont.)			
<ul style="list-style-type: none"> At the Hilltop Drive/H Street intersection (#33), no improvements would be recommended due to ROW constraints. The poor LOS at this intersection is primarily caused by the high traffic volumes in the eastbound/westbound movements. Additional through and/or turn lanes would be required in order to improve this intersection to an acceptable LOS. With no improvements, this intersection would remain at LOS E during both peak periods. At the Third Avenue/J Street intersection (#54), the required improvement of an additional southbound right-turn lane would impact the existing commercial building (Henry's Marketplace), which is built adjacent to the sidewalk. Therefore, this improvement is not recommended. 	<ul style="list-style-type: none"> #21 Third Avenue/G Street: Convert the northbound/southbound shared through-right lane into exclusive right-turn lanes. #24 I-5 Southbound Ramp/H Street: Add a southbound left, eastbound through and right-turn lanes. Coordination with Caltrans will be required for this improvement. #25 I-5 Northbound Ramp/H Street: Add a westbound through and right-turn lane and restripe south approach to accommodate dual left-turn lanes. Coordination with Caltrans will be required for this improvement. #26 Woodlawn Avenue/H Street: Change Woodlawn Avenue to a one-way couplet. This improvement is required to serve the intense redevelopment occurring on both sides of H Street. The couplet improvement is not required mitigation further north toward E Street. #27 Broadway/H Street: Add an eastbound transit queue jumper lane and westbound through and right-turn lanes. 		

URBAN CORE SPECIFIC PLAN MITIGATION MONITORING AND REPORTING PROGRAM
(continued)

Potential Significant Impact	Mitigation Measures	Time Frame of Mitigation	Monitoring Reporting Agency
TRAFFIC/CIRCULATION (cont.)			
<p>As a result, the LOS would remain at LOS E. However, if the property were to redevelop in the future, additional ROW could be obtained for the southbound right-turn lane.</p> <p>While existing TransNet funding is expected to cover some of the costs of roadway and transit improvements and existing traffic signal fees currently collected as new development occurs would be applied, as appropriate, to identified signal-phasing improvements, the Facilities Implementation Analysis (FIA) has identified proposed development fees that may be needed to fund some of the recommended traffic improvements. In addition, some of the improvements will require right of way dedications either as part of the development process or concurrent with capital improvements, and/or coordination with Caltrans.</p>	<ul style="list-style-type: none"> • #28 Fifth Avenue/H Street: Change the northbound/southbound approaches to include protective plus permissive phasing and add a westbound right-turn lane. • #29 Fourth Avenue/H Street: Add an eastbound/westbound right-turn lane. • #44 Fourth Avenue/SR-54 Eastbound Ramp: Add an eastbound right-turn lane. Coordination with Caltrans will be required for this improvement. <p>b. Tier 2 Improvements</p> <ul style="list-style-type: none"> • #34 Broadway/SR-54 Westbound Ramp: Add a westbound right-turn lane. Coordination with Caltrans will be required for this improvement. • #59 J Street/I-5 Northbound Ramp: Add an eastbound left-turn and westbound right-turn lane. Coordination with Caltrans will be required for this improvement. 		

URBAN CORE SPECIFIC PLAN MITIGATION MONITORING AND REPORTING PROGRAM
(continued)

Potential Significant Impact	Mitigation Measures	Time Frame of Mitigation	Monitoring Reporting Agency
TRAFFIC/CIRCULATION (cont.)			
	<ul style="list-style-type: none"> • #61 L Street/Bay Boulevard: Signalize the intersection, add a southbound left-turn lane, and a northbound right-turn overlap phase to the traffic signal. • #63 Bay Boulevard/I-5 Southbound Ramp: Signalize the intersection. Coordination with Caltrans will be required for this improvement. • #64 Industrial Boulevard/I-5 Northbound Ramp: Signalize the intersection. Coordination with Caltrans will be required for this improvement. • H Street from four lanes to six lanes from I-5 to Broadway 		
	c. Tier 3 Improvements		
	<ul style="list-style-type: none"> • #13 Broadway/F Street: Add an eastbound right-turn lane. • #45 Fourth Avenue/Brisbane Street: Add a southbound right-turn overlap phase to the traffic signal. • #57 Second Avenue/D Street: Convert to an all-way stop controlled intersection. 		

**URBAN CORE SPECIFIC PLAN MITIGATION MONITORING AND REPORTING PROGRAM
(continued)**

Potential Significant Impact	Mitigation Measures	Time Frame of Mitigation	Monitoring Reporting Agency
TRAFFIC/CIRCULATION (cont.)			
	<p>On an annual basis during buildout of the UCSP, the City shall apply the TMP to monitor actual performance of the street system in the Subdistricts Area by conducting roadway segment travel time studies in accordance with the City's Growth Management Program and Traffic Threshold Standards. The results of the annual study under the TMP will be used by the City to determine the timing and need for implementation of improvements to the nineteen intersections identified above as having potential significant impacts. The City shall implement the intersection improvements in phases based on the results of the annual TMP and on need and enhancement to the function of the overall street network. In addition to determining timing and need, this systems and operations monitoring approach should also be used to further ascertain final design details of the intersection improvements and may include consideration of the effects on traffic flow as well as the impacts/benefits to other travel modes (e.g., pedestrians and bicycles) that are foundational to the successful implementation of the Specific Plan.</p>		

URBAN CORE SPECIFIC PLAN MITIGATION MONITORING AND REPORTING PROGRAM
(continued)

Potential Significant Impact	Mitigation Measures	Time Frame of Mitigation	Monitoring Reporting Agency
TRAFFIC/CIRCULATION (cont.)			
<p>The potential significant impacts to street segments will be mitigated to below significance by implementation of the improvements recommended in Mitigation Measure 5.8.5-2, with the exception of Third Avenue between E and G Streets. The significant and unavoidable impact to this street segment result from the design of the project, which is intended to reduce Third Avenue to a two-lane downtown promenade to facilitate an enhanced pedestrian environment along the traditional commercial village. Although the planned improvements would result in an unacceptable LOS, they would meet the project objectives of creating a more pedestrian friendly and active streetscape that will accommodate multi-modes of transportation rather than accommodating only the automobile.</p>	<p>5.8.5-2: Segment Improvements. During build-out of the UCSP, the City shall apply the Traffic Monitoring Program (TMP) to monitor actual performance of the street system in the Subdistricts Area by conducting roadway segment travel time studies in accordance with the City's Growth Management Program and Traffic Threshold Standards. The results of the annual study under the TMP will be used by the City to determine the timing and need for implementation of improvements to the street segments identified as having potential significant impacts. The City shall implement the following street segment improvements:</p> <p>(1) based on the results of the annual TMP; or</p> <p>(2) based on need and enhancement to the function of the overall street network; and (3) in a manner that efficiently implements with phasing of necessary adjacent intersection improvements.</p>	<p>Timing of implementation based on (1) results of the annual Traffic Monitoring Program (TMP); (2) need and enhancement to the function of the overall street network; and (3) in a manner that efficiently implements with phasing of necessary adjacent intersection improvements.</p>	<p>City of Chula Vista (CCV)</p>

**URBAN CORE SPECIFIC PLAN MITIGATION MONITORING AND REPORTING PROGRAM
(continued)**

Potential Significant Impact	Mitigation Measures	Time Frame of Mitigation	Monitoring Reporting Agency
TRAFFIC/CIRCULATION (cont.)			
	<ol style="list-style-type: none"> 1) H Street between I-5 and Broadway would be reclassified as a six-lane gateway. As a result, the acceptable ADT would increase and result in an acceptable LOS. 2) Third Avenue between E Street and G Street would be constructed as a two-lane downtown promenade to facilitate an enhanced pedestrian environment along the traditional commercial village. As a result, the acceptable ADT along the segment would decrease and result in an unacceptable LOS. As such, impacts to Third Avenue will be significant and unavoidable. However, the Third Avenue corridor intersections at E, F and G Streets would all operate at an acceptable LOS. 		

URBAN CORE SPECIFIC PLAN MITIGATION MONITORING AND REPORTING PROGRAM
(continued)

Potential Significant Impact	Mitigation Measures	Time Frame of Mitigation	Monitoring Reporting Agency
TRAFFIC/CIRCULATION (cont.)			
Due to the long-term nature of some of the improvements, the fee program and coordination have either not been implemented or begun, respectively, whereas the right of way exactions would occur with redevelopment. While these improvements are intended to be implemented when necessary and within the Tiers noted above, their long-term implementation cannot be assured at this time. Identified significant impacts will be partially mitigated but due to the lack of funding assurances at this time, future coordination with CALTRANS and SANDAG, and future right of way exactions, impacts are considered significant and unmitigated.	<p>5.8.5- 3: Prior to issuance of an Urban Core Development Permit, subsequent development projects shall prepare a traffic assessment to quantify the projects' potential traffic impacts. Subsequent projects will be required to contribute their fair share to the Tiered Improvements listed above under Mitigation 5.8.5.1. Mitigation may be in the form of:</p> <ol style="list-style-type: none"> 1. Payment of Transportation Development Impact Fee (TDIF), as may be established in the future for the western portion of the City; 2. Payment of existing Traffic Impact Signal Fee; 3. Construction of improvements within the project boundaries; and/or 4. Early advancement of improvements beyond the project boundaries, subject to a reimbursement agreement. 	Prior to the approval of an Urban Core Development Permit (UCDP) or other discretionary permit.	City of Chula Vista (CCV)

**URBAN CORE SPECIFIC PLAN MITIGATION MONITORING AND REPORTING PROGRAM
(continued)**

Potential Significant Impact	Mitigation Measures	Time Frame of Mitigation	Monitoring Reporting Agency
TRAFFIC/CIRCULATION (cont.)			
	<p>The City's TDIF program for the west side of the City, including the Urban Core is anticipated to be developed within the subsequent twelve months following adoption of the UCSP. The TDIF will clearly establish the costs of the improvements identified above as well as the fair share costs to be applied to all subsequent development projects. Once the TDIF has been established, the fee will be consistently applied to all subsequent development projects, until such time that the TDIF is amended or rescinded. In the interim, if subsequent development projects are processed and approved prior to the establishment of a TDIF, a condition of approval will be included that prior to issuance of building permits the project will contribute to the TDIF, as may be established.</p>		

URBAN CORE SPECIFIC PLAN MITIGATION MONITORING AND REPORTING PROGRAM
(continued)

Potential Significant Impact	Mitigation Measures	Time Frame of Mitigation	Monitoring Reporting Agency
TRAFFIC/CIRCULATION (cont.)			
<p>Pedestrian, Bicycling and Public Transit. The three-fold increase in population projected for the UCSP Subdistricts Area by 2030 would place greater demands on public transit services. However, provisions of the UCSP serve to benefit, rather than to deteriorate, mobility conditions for pedestrians, bicyclists and public transit users. Additionally, the UCSP does not conflict with any adopted plans or programs supporting alternative transportation.</p> <p>Impacts to alternative forms of transportation as a result of the proposed UCSP would not be significant nor adverse given adherence of subsequent projects to relevant regulations and guidelines of the UCSP as outlined in Mitigation Measure 5.8.5-4.</p>	<p>5.8.5-4: Prior to issuance of an Urban Core Development Permit for subsequent development projects, the traffic assessment prepared to quantify the projects' potential traffic impacts will also identify how alternative modes of transportation will be accommodated. Mitigation may be in the form of:</p> <ol style="list-style-type: none"> 1) Compliance with the development regulations and design guidelines of the UCSP to accommodate pedestrians, bicyclists and public transit; and 2) Where applicable, construction of improvements within the project boundaries; and/or 3) Early advancement of improvements beyond the project boundaries, subject to a reimbursement agreement. 	<p>Prior to the approval of an Urban Core Development Permit (UCDP) or other discretionary permit.</p>	<p>City of Chula Vista (CCV)</p>

URBAN CORE SPECIFIC PLAN MITIGATION MONITORING AND REPORTING PROGRAM
(continued)

Potential Significant Impact	Mitigation Measures	Time Frame of Mitigation	Monitoring Reporting Agency
TRAFFIC/CIRCULATION (cont.)			
<p>Parking. A projected total of 18,560 parking spaces would be required to serve future development of the proposed UCSP at buildout.</p> <p>Potential significant impacts to parking would be reduced to below significance by the incorporation of these development regulations and design guidelines into subsequent development projects, as required as part of the UCSP design review process. Parking improvements will either be made on-site (i.e. where required of subsequent development projects), or off-site (i.e. in coordination with the City's Parking District or in Lieu Fee program). A number of other parking improvement strategies are included in the UCSP including raking buffers, parking districts and parking structures.</p>	<p>5.8.5-5: Prior to issuance of an Urban Core Development Permit, subsequent development projects shall comply with the parking standards set forth in the UCSP development regulations and design guidelines for the type and intensity of development proposed.</p>	<p>Prior to the approval of an Urban Core Development Permit (UCDP) or other discretionary permit.</p>	<p>City of Chula Vista (CCV)</p>

URBAN CORE SPECIFIC PLAN MITIGATION MONITORING AND REPORTING PROGRAM
(continued)

Potential Significant Impact	Mitigation Measures	Time Frame of Mitigation	Monitoring Reporting Agency
TRAFFIC/CIRCULATION (cont.)			
<p>Multi-Jurisdictional Efforts. The proposed UCSP will result in both direct and cumulatively significant traffic impacts to study area freeway segments and ramps. As described above under Road Segments and Intersections Level of Service, the following freeway interchanges would be significantly impacted by the proposed UCSP:</p> <ul style="list-style-type: none"> • #1: Bay Boulevard/I-5 SB ramp at E Street (LOS E – AM Peak, LOS F – PM Peak); • #2: I-5 NB Ramp at E Street (LOS E – AM and PM Peak); • #24: I-5 SB Ramp at H Street (LOS F – PM Peak); • #25: I-5 NB Ramp at H Street (LOS F – PM Peak); • #34: Broadway at SR-54 WB Ramp (LOS F – AM Peak); • #44: Fourth Avenue at SR-54 EB Ramp (LOS F – PM Peak); 	<p>5.8.5-6: The City shall participate in a multi-jurisdictional effort conducted by Caltrans and SANDAG to assist in developing a detailed engineering study of the freeway right-of-way that will identify transportation improvements along with funding, including federal, state, regional, and local funding sources, and phasing, that would reduce congestion consistent with Caltrans Standards on the I-5 South corridor from the State Route 54 (SR-54) interchange to State Route 75 (SR-75)/Palm Avenue (the “I-5 South Corridor”) (hereinafter, the “Plan). Local funding sources may include fair share contributions by private development based on nexus as well as other mechanisms. The Plan required by this mitigation shall include the following:</p> <p>1) The responsible entities (the “Entities”) included in this effort will include, but may not be limited to the City, the Port, SANDAG, and Caltrans. Other entities may be included upon the concurrence of the foregoing Entities.</p>	<p>To coincide with multi-year planning effort that began June 2005, is ongoing and scheduled to conclude in three to five years.</p>	<p>City of Chula Vista (CCV), in cooperation with other jurisdictions.</p>

URBAN CORE SPECIFIC PLAN MITIGATION MONITORING AND REPORTING PROGRAM
(continued)

Potential Significant Impact	Mitigation Measures	Time Frame of Mitigation	Monitoring Reporting Agency
TRAFFIC/CIRCULATION (cont.)			
<ul style="list-style-type: none"> • #59: J Street at I-5 NB Ramp (LOS F – AM Peak, LOS E – PM Peak); • #63: Bay Boulevard at I-5 SB Ramp (LOS F – AM and PM Peak); and • #64: Industrial Boulevard at I-5 NB Ramp (LOS F – PM Peak). <p>The monitoring of traffic as stipulated by Mitigation Measure 5.8.5-1 will assist in establishing the need and timing for transportation improvements, including freeway-related improvements, serving the UCSP area. In addition, Mitigation Measure 5.8.5-3 requires subsequent development projects to prepare a traffic assessment to quantify the project's potential traffic impacts. Subsequent projects will also be required to contribute their fair share to the Tiered Improvements listed above under Mitigation 5.8.5.1.</p>	<ol style="list-style-type: none"> 2) The Plan will specifically identify physical and operational improvements to I-5, relevant arterial roads and transit facilities (the "Improvements"), that are focused on specific transportation impacts and will also identify the fair share responsibilities of each Entity for the construction and financing for each Improvement. The Plan may also identify other improvements necessary to address regional transportation needs, but for purposes of this mitigation measure, the Improvements included in the Plan need only be designed to mitigate the impacts created by the Proposed Project. 3) The Plan will set forth a timeline and other agreed-upon relevant criteria for implementation of each Improvement. 		

URBAN CORE SPECIFIC PLAN MITIGATION MONITORING AND REPORTING PROGRAM
(continued)

Potential Significant Impact	Mitigation Measures	Time Frame of Mitigation	Monitoring Reporting Agency
TRAFFIC/CIRCULATION (cont.)			
Mitigation of impacts will require development and regional acceptance of a feasible program to improve freeway segments and ramps in the Urban Core area. The City, along with Caltrans, and SANDAG will continue to pursue and promote improvement of the I-5 freeway facilities adjacent to the UCSP area. The concept of promoting/requiring “fair-share” contributions on the part of developers for improvements to the freeway system will need to be addressed as part of the implementation of an acceptable program to improve freeway segments and ramps. As such, the specification of such requirements cannot be determined at this time. Mitigation Measure 5.8.5-6 was developed to ensure the continued participation in regional transportation planning efforts by the City, Caltrans, SANDAG, and other entities as may be identified.	<p>4) The Plan will identify the total estimated design and construction cost for each Improvement and the responsibility of each Entity for both implementation and funding of such costs.</p> <p>5) The Plan will include the parameters for any fair-share funding contributions to be implemented, that would require private and/or public developers to contribute to the costs, in a manner that will comply with applicable law.</p> <p>6) In developing the Plan, the Entities shall also consider ways in which the Improvements can be coordinated with existing local and regional transportation and facilities financing plans and programs, in order to avoid duplication of effort and expenditure; however, the existence of such other plans and programs shall not relieve the Entities of their collective obligation to develop and implement the Plan as set forth in this mitigation measure. Nothing in the Plan shall be construed as relieving any Entity (or any other entity) from its independent responsibility (if any) for the implementation of any transportation improvement.</p>		

URBAN CORE SPECIFIC PLAN MITIGATION MONITORING AND REPORTING PROGRAM
(continued)

Potential Significant Impact	Mitigation Measures	Time Frame of Mitigation	Monitoring Reporting Agency
TRAFFIC/CIRCULATION (cont.)			
<p>The City of Chula Vista shall continue to work with SANDAG and Caltrans on an ongoing basis to identify sources and obtain funding for a variety of transportation system improvements. Future residential growth in the Urban Core will be subject to the Regional Transportation Congestion Improvement Program, as stipulated by the Transnet legislation and will provide additional funds for improvement of the regional arterial system.</p>	<p>7) The City shall seek adoption of the Plan before the City Council upon the completion of the multi-jurisdictional effort to develop the Plan. The City shall report, to their governing bodies regarding the progress made to develop the Plan within six months of the first meeting of the Entities. Thereafter, the City shall report at least annually regarding the progress of the Plan, for a period of not less than five years, which may be extended at the request of the City Council.</p>		
	<p>8) The Plan shall also expressly include each Entity's pledge that it will cooperate with each other in implementing the Plan.</p>		
	<p>The failure or refusal of any Entity other than the City to cooperate in the implementation of this mitigation measure shall not constitute failure of the City to implement this mitigation measure; however, the City shall use its best efforts to obtain the cooperation of all responsible Entities to fully participate in order to achieve the goals of the mitigation measure.</p>		

URBAN CORE SPECIFIC PLAN MITIGATION MONITORING AND REPORTING PROGRAM
(continued)

Potential Significant Impact	Mitigation Measures	Time Frame of Mitigation	Monitoring Reporting Agency
PUBLIC SERVICES			
<p>Law Enforcement. Future development in accordance with the proposed UCSP would result in a significant impact to law enforcement services because of the anticipated increase in calls for service and the additional travel time required to answer these calls. While the police facility at Fourth Avenue and F Street is sufficient to meet the law enforcement needs created by increased demand resulting from development, more police officers will be needed in order to maintain response times. Significant impacts would result if timing of these provisions does not coincide with projected increase in demand for services and populations growth.</p> <p>Implementation of mitigation measures 5.11.1-1 through 5.11.1-3 would mitigate impacts to the provisions of adequate law enforcement services resulting from the adoption of the UCSP to below a level of significance.</p>	5.11.1-1: Subsequent development projects shall demonstrate that significant impacts to police services resulting from an individual project are addressed prior to approval of an Urban Core Development permit or other discretionary approval. As part of project review, subsequent development projects shall be evaluated for adequate access for police vehicles (pursuant to GPU Policy PFS 6.1) and integration of Crime Prevention Through Environmental Design (CPTED) techniques (pursuant to GPU Policy PFS 6.3).	Prior to the approval of an Urban Core Development Permit (UCDP) or other discretionary permit.	City of Chula Vista (CCV)
	5.11.1-2: As a condition of project approval, individual developers shall pay the public facilities development impact fees (PFDIF) at the rate in effect at the time building permits are issued.	Prior to the approval of an Urban Core Development Permit (UCDP) or other discretionary permit.	City of Chula Vista (CCV)
	5.11.1-3: As part of the annual budgeting process, the City shall assess the need for additional police personnel to provide protection services consistent with established City service levels and commensurate with the increase in population.	Needs assessed during annual City budget review.	City of Chula Vista (CCV)

URBAN CORE SPECIFIC PLAN MITIGATION MONITORING AND REPORTING PROGRAM
(continued)

Potential Significant Impact	Mitigation Measures	Time Frame of Mitigation	Monitoring Reporting Agency
PUBLIC SERVICES (cont.)			
<p>Fire Protection. The Chula Vista Fire Department does not currently meet the threshold standard for response time for the City, including the UCSP Subdistricts Area. Buildout of the proposed UCSP would increase demand for fire protection services. However, as population growth in the service area warrants, additional fire protection personnel and fire protection equipment and facilities would be provided to help ensure adequate service within the requirements of the GMOC threshold standards. Significant impacts to fire protection services would result if timing of these provisions does not coincide with projected increase in demand for services and population growth.</p> <p>With the implementation of mitigation measures 5.11.2-1 through 5.11.2-3, significant impacts to the provision of fire protection services would be mitigated to less than significant.</p>	5.11.2-1: Prior to approval, subsequent individual development projects in the UCSP shall demonstrate provision of adequate access and water pressure for new buildings.	Prior to the approval of an Urban Core Development Permit (UCDP) or other discretionary permit.	City of Chula Vista (CCV)
	5.11.2-2: As a condition of project approval, individual developers shall pay the public facilities development impact fees at the rate in effect at the time building permits are issued.	Prior to the approval of an Urban Core Development Permit (UCDP) or other discretionary permit.	City of Chula Vista (CCV)
	5.11.2-3: As part of the annual budgeting process, the City will assess the need for additional fire personnel to provide protection services consistent with established City service levels and commensurate with the increase in population.	Needs assessed during annual City budget review.	City of Chula Vista (CCV)

URBAN CORE SPECIFIC PLAN MITIGATION MONITORING AND REPORTING PROGRAM
(continued)

Potential Significant Impact	Mitigation Measures	Time Frame of Mitigation	Monitoring Reporting Agency
PUBLIC SERVICES (cont.)			
<p>Schools. The proposed UCSP will result in a three-fold increase in population within the Subdistricts Area at buildout and an associated increase in demand for schools. At buildout, the UCSP is expected to generate a net increase of approximately 3,877 students between elementary, middle school, and high school grades. The generation of approximately 2,485 additional elementary students would have a significant impact on existing elementary schools serving the area because they are already at or near capacity. New students generated by the UCSP would require at least 59 additional elementary school classrooms.</p> <p>However, potentially fewer students may result from UCSP buildout or interim conditions due to the intensified urban environment of the UCSP, with new mid-to high-rise mixed uses likely to be occupied by single or childless young couples, or empty nesters. Therefore, the impacts may be overstated and will be monitored to accurately plan for new student enrollment.</p>	<p>5.11.3-1: Prior to approval, subsequent development projects in the UCSP shall demonstrate that significant impacts to public educational services resulting from the individual project have been addressed. As a condition of project approval, individual developers shall pay the statutory school impact fees at the rate in effect at the time building permits are issued.</p>	<p>Prior to the approval of an Urban Core Development Permit (UCDP) or other discretionary permit.</p>	<p>City of Chula Vista (CCV)</p>

URBAN CORE SPECIFIC PLAN MITIGATION MONITORING AND REPORTING PROGRAM
(continued)

Potential Significant Impact	Mitigation Measures	Time Frame of Mitigation	Monitoring Reporting Agency
PUBLIC SERVICES (cont.)			
<p>Libraries. Buildout of the UCSP may require additional library space in order to meet and maintain the City criteria of 500 square feet per 1,000 population and 3 books per person for new development. Based on the expected net increase in population of 18,318 with buildout of the UCSP, increased demand on existing library services would amount to approximately 9,159 square feet of library facilities and 54,954 books. Existing library service conditions in the City are inadequate and not in compliance with City standards. Additional library capacity is planned by 2007, however, with the construction of the 30,000-square-foot Rancho Del Rey Library. In the absence of this or other new library construction, any additional demand on library services would comprise a significant impact.</p>	<p>The following mitigation measure will mitigate library impacts resulting from the adoption of the UCSP to below a level of significance.</p> <p>5.11.4-1: Prior to approval, subsequent individual development projects in the UCSP shall demonstrate that significant impacts to the provision of library services resulting from individual projects have been addressed. As a condition of project approval, individual developers shall pay the public facilities development impact fees at the rate in effect at the time building permits are issued.</p>	<p>Prior to the approval of an Urban Core Development Permit (UCDP) or other discretionary permit.</p>	<p>City of Chula Vista (CCV)</p>

URBAN CORE SPECIFIC PLAN MITIGATION MONITORING AND REPORTING PROGRAM
(continued)

Potential Significant Impact	Mitigation Measures	Time Frame of Mitigation	Monitoring Reporting Agency
PUBLIC SERVICES (cont.)			
<p>Parks and Recreation. Implementation of the proposed UCSP would generate increased demand for parks and recreation facilities. Full buildout of the UCSP would be required to provide up to approximately 55 acres of new parkland (incrementally and commensurate with new development) in order to meet the Chula Vista Municipal Code, Park Development Ordinance standard of 3 acres of parkland for every 1,000 people. A significant impact could occur if dedication of parkland and construction of new facilities does not coincide with project implementation and project population growth.</p> <p>Implementation of mitigation measure 5.11.5-1 would reduce impacts to the provisions of park and recreation services and facilities resulting from the adoption of the UCSP to below a level of significance.</p>	<p>5.11.5-1: Prior to approval of an Urban Core Development Permit, each subsequent project shall establish to the satisfaction of the Community Development Director that the project meets the City's parkland dedication requirement. As a condition of project approval, individual developers shall provide required parkland and facilities on-site, if possible and consistent with potential site locations identified in the UCSP and Parks Master Plan; or pay the applicable parkland acquisition and parkland development fee and recreation facility development impact fees at the rates in effect at the time building permits are issued.</p>	<p>Prior to the approval of an Urban Core Development Permit (UCDP) or other discretionary permit.</p>	<p>City of Chula Vista (CCV)</p>

URBAN CORE SPECIFIC PLAN MITIGATION MONITORING AND REPORTING PROGRAM
(continued)

Potential Significant Impact	Mitigation Measures	Time Frame of Mitigation	Monitoring Reporting Agency
PUBLIC UTILITIES			
<p>Wastewater Treatment Capacity. Based on buildout projections, impacts to the provision of sewer service would be significant. Chula Vista owns capacity in the Metro system, which provides conveyance of City wastewater flows. Increasing population will place additional demand on sewer services. While it is the intent of the City to ensure that services are provided concurrent with need, the provision of sewer services is not solely within its authority. Although the City is in the process of acquiring additional capacity from Metro, that acquisition has not yet been finalized. Based on GPU buildout projections, the City will be generating approximately 26.2 mgd of wastewater citywide by 2030 and would need to acquire additional 6.4 mgd of capacity rights by the year 2030 in order to meet citywide projected demand. Of this total, 1.57 mgd are projected to be generated in western Chula Vista, including a projected generation of 0.88 mgd for the UCSP Subdistricts Area.</p>	<p>5.12.2-1: Prior to the approval of subsequent individual development projects, project plans shall demonstrate that there is sufficient wastewater capacity available to serve the proposed project. Conditions of approval may require sewer capacity fees to be contributed to mitigate project-related impacts.</p>	<p>Prior to the approval of an Urban Core Development Permit (UCDP) or other discretionary permit.</p>	<p>City of Chula Vista (CCV)</p>

URBAN CORE SPECIFIC PLAN MITIGATION MONITORING AND REPORTING PROGRAM
(continued)

Potential Significant Impact	Mitigation Measures	Time Frame of Mitigation	Monitoring Reporting Agency
PUBLIC UTILITIES (cont.)			
<p>Energy. Impacts to energy are considered significant because there is no long-term assurance that energy supplies will be available at buildout of the UCSP. Avoidance of energy impacts cannot be assured regardless of land use designation or population size. Although changes to planned land uses in the City would continue to implement the Energy Strategy Action Plan, San Diego Regional Energy Plan and Transit First Plan, implementation of the proposed land uses identified in the UCSP has the potential to result in significant impacts to nonrenewable and slowly renewable energy resources as a result of anticipated growth.</p> <p>The environmental sustainability measures of the UCSP(Chapter VI, G.) may further serve to reduce energy consumption associated with construction and occupation of structures within the UCSP area.</p>	<p>5.12.4-1: The City shall continue to implement the Energy Strategy Action Plan that addresses demand side management, energy efficient and renewable energy outreach programs for businesses and residents, energy acquisition, power generation, and distributed energy resources and legislative actions, and continue to implement the CO₂ Reduction Plan to lessen the impacts on energy.</p> <p>While implementation of the above mitigation measure reduces energy related impacts, because there is no assurance that energy resources will be available to adequately serve the projected increase in population resulting from adoption of the UCSP, the impact remains significant.</p>	<p>Prior to the approval of an Urban Core Development Permit (UCDP) or other discretionary permit.</p>	<p>City of Chula Vista (CCV)</p>